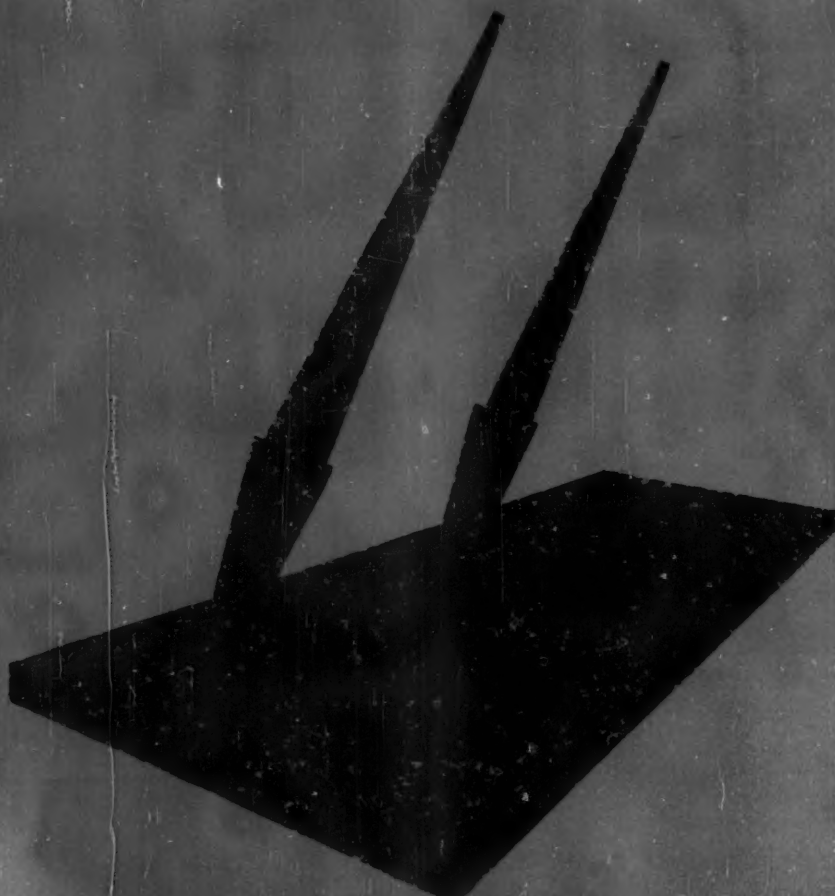


Sales Management

THE MAGAZINE OF MARKETING



PART 1 OF TWO PARTS JULY 21, 1961 50¢



Marketing Organization

Sales Manpower Needs

Profit-Oriented Advertising

Should President's Sell?

The Sales Chief's Status

Corporate Aircraft

New Product Strategy

Working the Ad Agency

REPORT to PRESIDENTS

On Marketing Policy and Planning

EXTRAORDINARY

For exciting news that hits them where they live, listeners turn to the CBS Owned Radio Station in their community. Instead of routine reports they get news in depth, news with color, first-hand news from men on the scene, who know the scene. With this extraordinary coverage it's no wonder that the CBS Owned Radio Stations across the country are consistently honored for excellence in presenting the news—local, national and international.

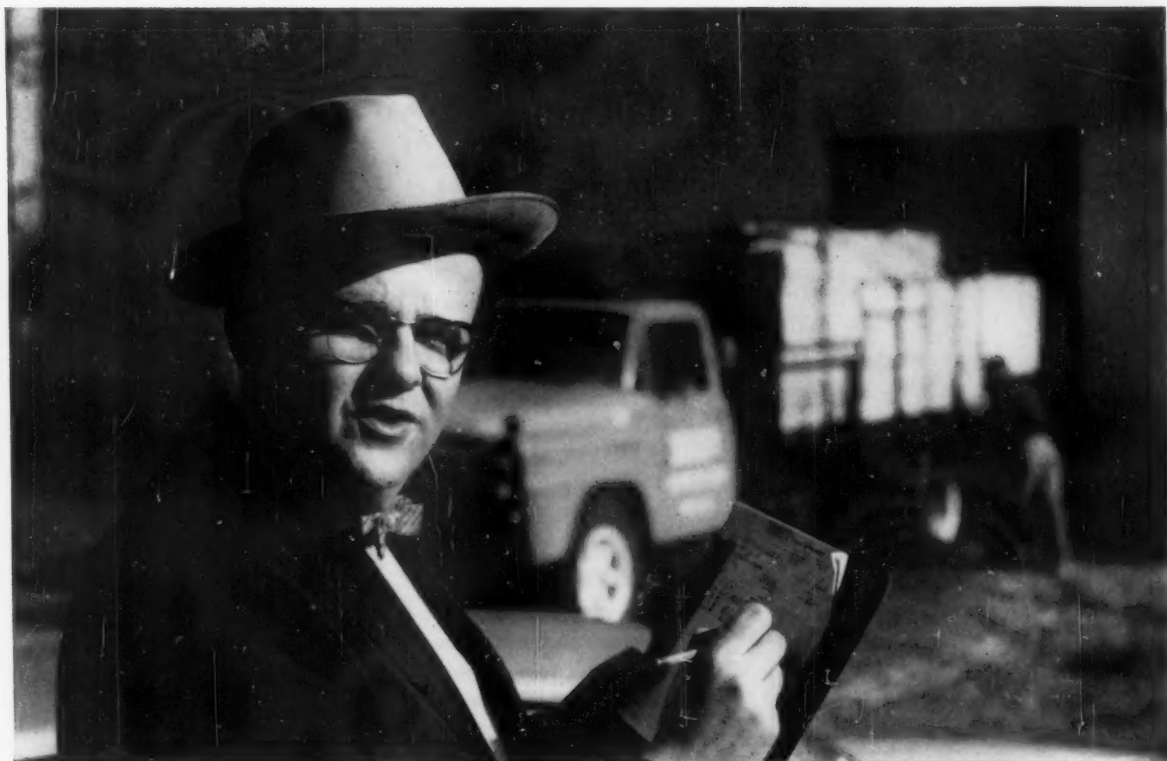
Recently KNX Los Angeles and KCBS San Francisco swept practically all the top Associated Press awards in their areas; WBBM Chicago won three first awards and a second-place award from AP in Illinois; WCAU Philadelphia received the Pennsylvania AP Award for outstanding reporting. WCBS New York, WEEI Boston and KMOX St. Louis were honored for outstanding reporting and public service broadcasting by such groups as Ohio State University and United Press International.

Such distinguished reporting and intelligent presentation of the news are in keeping with the kind of idea radio found on the CBS Owned Radio Stations. It's radio for adults...informative, stimulating, entertaining. It's radio that is rewarding for the listener and the community. And for the sponsor, too.

THE CBS OWNED RADIO STATIONS

WCBS NEW YORK, WBBM CHICAGO, KNX LOS ANGELES, WCAU PHILADELPHIA, WEEI BOSTON, KCBS SAN FRANCISCO, KMOX ST. LOUIS
Represented by CBS Radio Spot Sales

Long Distance pays off in extra sales



"We sell by Long Distance to cut shipping costs"

says Brady Ridenour, president,
Brady Plywood Corp., Baltimore, Maryland

"Selling by telephone makes especially good sense when you have a truck ready to go out only half full," reports Mr. Ridenour. "So when we get a partial load, I keep calling till I fill the truck. It keeps our shipping costs in line.

"The other day, for instance, we received a less-than-truckload order from a town about 100 miles away. I got on the phone and started calling other customers in the area. Within 45 minutes, I'd filled the truck—and out she went, with extra profit for us."

Long Distance pays off! Use it now . . . for all it's worth!

LONG DISTANCE RATES ARE LOW

Here are some examples:

Baltimore to New York	70¢
St. Louis to Chicago	90¢
Milwaukee to Pittsburgh	\$1.20
Cleveland to Atlanta	\$1.35
Boston to Miami	\$1.70

These are day rates, Station-to-Station, for the first three minutes. Add the 10% federal excise tax.

BELL TELEPHONE SYSTEM



Photo by Arnold Newman.



'A man who's sure of himself—knows what he wants in business, and sets out to get it—puts special value on businesspaper advertising. Here's where you can build results, respect and recognition—for your products and your company. The fact is: it takes an advertising pro to sell a business pro... in businesspapers.

Advertising in businesspapers means business

... because businesspapers are read by men in a business-frame-of-mind. An adequate schedule, with the right kind of copy, in the right selection of businesspapers is a basic ingredient of every balanced advertising program.



Advertising works best in a businesspaper its readers are sold on... a bought-and-paid-for ABP paper.

ASSOCIATED BUSINESS PUBLICATIONS • 205 E. 42nd St., N.Y. 17, N.Y.
201 N. Wells St., Chicago 6, Ill. • 333 Wyett Building, Washington 5, D. C.

Sales Management

THE MAGAZINE OF
MARKETING

Executive Offices: 630 Third Ave., New York 17, N. Y. YUkon 6-4800

JULY 21, 1961

PART 1 OF TWO PARTS
Vol. 87, No. 2



EDITOR, Philip Salisbury	RESEARCH DIRECTOR, Dr. Jay M. Gould
EXECUTIVE EDITOR, Robert Nicholson	ASSOC. RESEARCH DIR., Alfred Hong
SENIOR EDITOR, Lawrence M. Hughes	PRODUCTION MANAGER, T. Robert O'Brien
ASSOC. MANAGING EDITOR, James G. Plunkett	ASST. PRODUCTION MGR., Alice Harris
SPECIAL FEATURES EDITOR, Harry Woodward	READERS' SERVICE, Barbara Gordon Frances Wiener
ASSOCIATE EDITOR, Kenneth M. Reiss	DIRECTOR OF CIRCULATION, R. E. Smallwood
ASSISTANT EDITORS, Charles Sirey A. J. Vogl	ASST. CIRCULATION DIR., John S. Fragale
MIDWEST EDITOR, Robert A. Kelly	SUBSCRIPTION MANAGER, Charlotte Kohl
COPY EDITOR, Phyllis B. Daignault	EDITORIAL ASSISTANTS, Mary Spence Helen Howard Grace Bigger
ASSOC. COPY EDITOR, Mary-Louise Pinkham	
ART DIRECTOR, Rich Life	
MANAGER WASHINGTON OFFICE (1224 Nat'l Press Bldg.), Bert Mills	
CONSULTING ECONOMIST, Peter B. B. Andrews	

SALES MANAGEMENT is published the first and third Friday of every month except in May, September and November when a third issue is published on the tenth of the month. Affiliated with Bill Brothers Publishing Corp. Second-class postage paid at East Stroudsburg, Pa. Publication (printing) offices, 34 North Crystal St., East Stroudsburg, Pa. Address mail to 630 Third Avenue, New York 17, N. Y. Member of Audit Bureau of Circulations, Associated Business Publications, National Business Publications and the Magazine Publishers Association.

SALES MEETINGS, Part II of Sales Management, is issued six times a year—in January, March, May, July, September and November. Editorial and production office: 1212 Chestnut Street, Philadelphia 7, Pa. WAlnut 3-1788; Philip Harrison, Publisher; Robert Letwin, Editor.



Bill Brothers Publications in MARKETING (in addition to Sales Management): Sales Meetings, Premium Practice, INDUSTRIAL: Rubber World, Plastics Technology. MERCHANDISING: Fast Food, Modern Floor Coverings and Modern Tire Dealer.

Copyright, Sales Management, Inc., 1961

Sales Management JULY 21, 1961

CONTENTS

REPORT TO PRESIDENTS

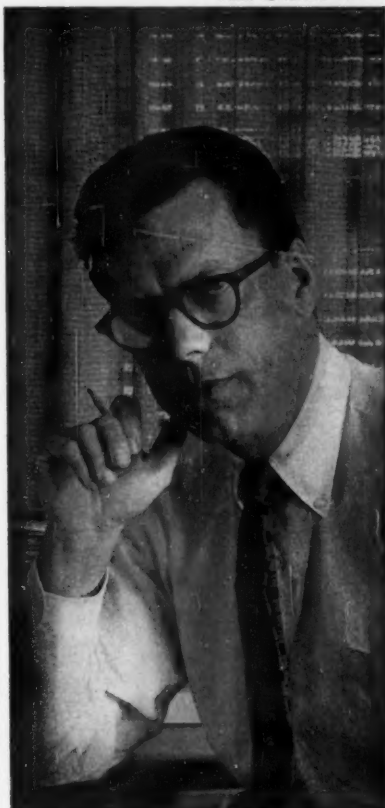
- The President as a Marketing Leader** 17
Today's modern company has a new kind of chief executive who is a marketing leader rather than a commander, and a marketer first of all.
- Transition to a Marketing Company** 36
Along with the mounting importance of marketing in today's corporate structure, a change is showing up in the over-all corporate orientation.
- Tomorrow's Demands for Marketing Talent** 39
The variety of talents becoming necessary to the marketing operation is only a small indication of the top-level planning that will have to be done for tomorrow's manpower requirements.
- Make Any Difference What You Sell?** 42
To the marketing-oriented company, "how" you sell is frequently far more important than "what" you sell.
- How to Get Business off the Ground** 44
With more than \$1-billion worth of aircraft now in private use by corporate top brass, there seems to be no limit to the kinds available.
- What Top Execs Demand of Ad Agencies** 48
To some clients the much-touted extras offered by ad agencies are the big selling points—to others they detract from the primary function.
- The Marketing Man—Rising Star** 67
Today's marketing man has come a long way. His status is high and going up—as revealed by the change in his treatment by his company.
- Presidents Say: 'My No. 1 Job Is Selling'** 77
Five presidents, specially interviewed for this issue, speak out frankly about their active selling among big and small customers.
- Profit-Oriented Advertising** 97
Now that advertising is big business, it can no longer be untouchable. The time has come to use it with less mystery, for more profit.

DEPARTMENTS

Advertisers' Index	123
Executive Shifts	122
From the Editor's Side Pocket	7
Letters	4
Marketing Newsletter	29
Marketing on the Move	22
Scratch Pad	124
Significant Trends	17
They're in the News	12
Worth Writing For	74

OUR THANKS . . .
to the many presidents
and sales executives
who assisted us in gathering data for this issue.

Photo by Arnold Newman



For the man who likes a challenge businesspaper advertising is exciting stuff. It demands your best. Here's a real test of creativity, for you're selling to fellow pros—men who know their business. You've got to know your business and communicate in a businesslike way... in businesspapers.

Advertising in businesspapers means business

...because businesspapers are read for profit, not for pleasure. Here's one place you'll always find prospects—reading with their minds on business—wide open to ideas and products that can help them on their jobs.



People pay for businesspapers they want
...read the businesspapers they pay for.
Note: All ABP papers are "Paid".

ASSOCIATED BUSINESS PUBLICATIONS • 205 E. 42nd St., N.Y. 17, N.Y.
201 N. Wells St., Chicago 6, Ill.
333 Wyatt Building, Washington 5, D. C.

What the 25-plus fleetcar user should know about finance leasing plans!

The only sure comparison in finance lease plans is: who can buy new cars for less, sell used cars for more? Only Hertz has the extensive nation-wide marketing facilities, experience, and skills to get maximum return, anywhere and everywhere, for the big multi-car user. That's why more and more of these companies are now equipping their men with brand-new Chevrolets, Corvairs, or other fine cars, under a Hertz 25-PLUS Finance Lease Plan. (Note: Many companies find a Hertz Full Maintenance Plan—profiting from America's most complete leasing operation—is best for their needs.) Use coupon below for preliminary facts about all Hertz Fleetcar Leasing Plans.



HERTZ FLEETCAR LEASING
Att. H. F. Ryan, V.P.

The Hertz Corporation, 660 Madison Ave.
New York 21, N.Y., Dept. D-721

Please send me your new fleetcar leasing booklet. I am particularly interested in Finance Leasing ☐ Full Maintenance ☐.

NAME _____

POSITION _____

COMPANY _____

ADDRESS _____

CITY & STATE _____

NUMBER OF CARS OPERATED _____

Letters to the Editors

Address: Sales Management, 630 Third Avenue, New York 17, N. Y.

an answer to the question . . .

In your June 16 "Letters to the Editors," you asked for some answers to Mr. Paul Schumacher's questions on "Who's Selling Selling?"

The life insurance industry has long faced the problem of "no one wants to buy it and no one wants to sell it." Recruiting good raw material for sales and sales management jobs in the life insurance industry is still one of the major problems facing life companies today. I am convinced the cause is one of attitude.

There are many characteristics that identify a good salesman. The most important is attitude—a positive attitude toward a commission business that pays proportionately for the result. This is too rough a proposition for most of our graduating job seekers of late.

Today "security" is the watchword—not "what can I earn?" but "what can I get?" This creeping security is doing more to stifle movement of intelligent and able young men into sales and sales management careers than anything else.

What's the answer? Philosophies are not changed overnight, but parents and colleges might well give some thought to a program that teaches that security is a state of mind—not a state of being.

A. L. KNAUB

Vice President for Sales
Patriot Life Insurance Co.
New York, N. Y.

'loyal subscriber'

I am one of your many loyal subscribers, and I think you are doing a first-rate job. In fact, I am trying to encourage all our sales and marketing managers here at Raytheon to subscribe to Sales Management. Could you have your circulation department send me about 15 subscription order slips which I can circulate with a memo to our people? I think I'll get more action if I make it easy for them. . . .

STUART D. COWAN

Vice President
Commercial Marketing and International Services
Raytheon Co.
Lexington, Mass.

'white flag for price wars'

Your article on "White Flag for Price Wars" ["Significant Trends," SM, June 16] is very timely just when I am trying to get this over to our salesmen. This article does it and con-

firms our position very well.

Our business is about 25% ahead of last year's—and without price cutting.

ELMER R. KRUEGER

President
Paper Art Co., Inc.
Indianapolis, Ind.

'creative selling . . .'

I wish somebody would write an essay for SM headed maybe:

This Article Answers Your Question—"What the Hell Is Creative Selling Anyway?"

Sales executive clubs are infested these days with solemn-faced orators who talk vaguely about "The Need for Creative Selling on the New Frontier." If any one of them ever gave vent to an idea that the average salesman could apply to his selling, I just didn't happen to be there that day. . . .

I think a good start would be to produce a definition of "creative selling" that would apply to all salesmen. I suspect a lot of people who talk and write about it today couldn't define it.

Once we have a definition, let's have some articles on how the average salesman can apply creative selling to his day-to-day work.

PERCY H. WHITING

Montrose, Ala.

Survey of Buying Power

May we kindly have permission to use the 1961 Summary of Retail Sales in Canada which is contained in SM's 1961 Survey of Buying Power. We would like to include this information in our 1962 Memo Book, which is distributed from coast to coast to retail salesmen. . . .

C. B. ROSS

Purchasing Agent
Simmons Ltd.
Montreal, Canada

We should like permission to reproduce, for inclusion in a handbook of statistical materials to be used by local salary committees, the following New York State data from your Survey of Buying Power: Income Per Capita, Cash Income Per Household, Income Per Consumer Spending Unit, Percent of Households with Incomes of \$7,000-9,999 and \$10,000 and over.

BLANCHE V. WATERMAN

Research Associate
New York State Teachers Assn.
Albany, N. Y.



Going up: an architectural triumph for downtown Milwaukee — the \$17-million Marine Bank Plaza.

sales and market grow up together in MILWAUKEE \$100,000,000 for the downtown upgrade

Milwaukee youngsters today see their exciting future rise up around them. The downtown building tab alone will total over \$100 million — includes an \$8-million city hall recently completed, an \$11½ million addition by The Milwaukee Journal, the \$17-million Marine Bank complex above, a \$45-million building program at Marquette U. While a \$365-million expressway project links up this inner-city develop-

ment with industry and commerce *throughout* Milwaukee county — currently in a half-billion dollar expansion boom.

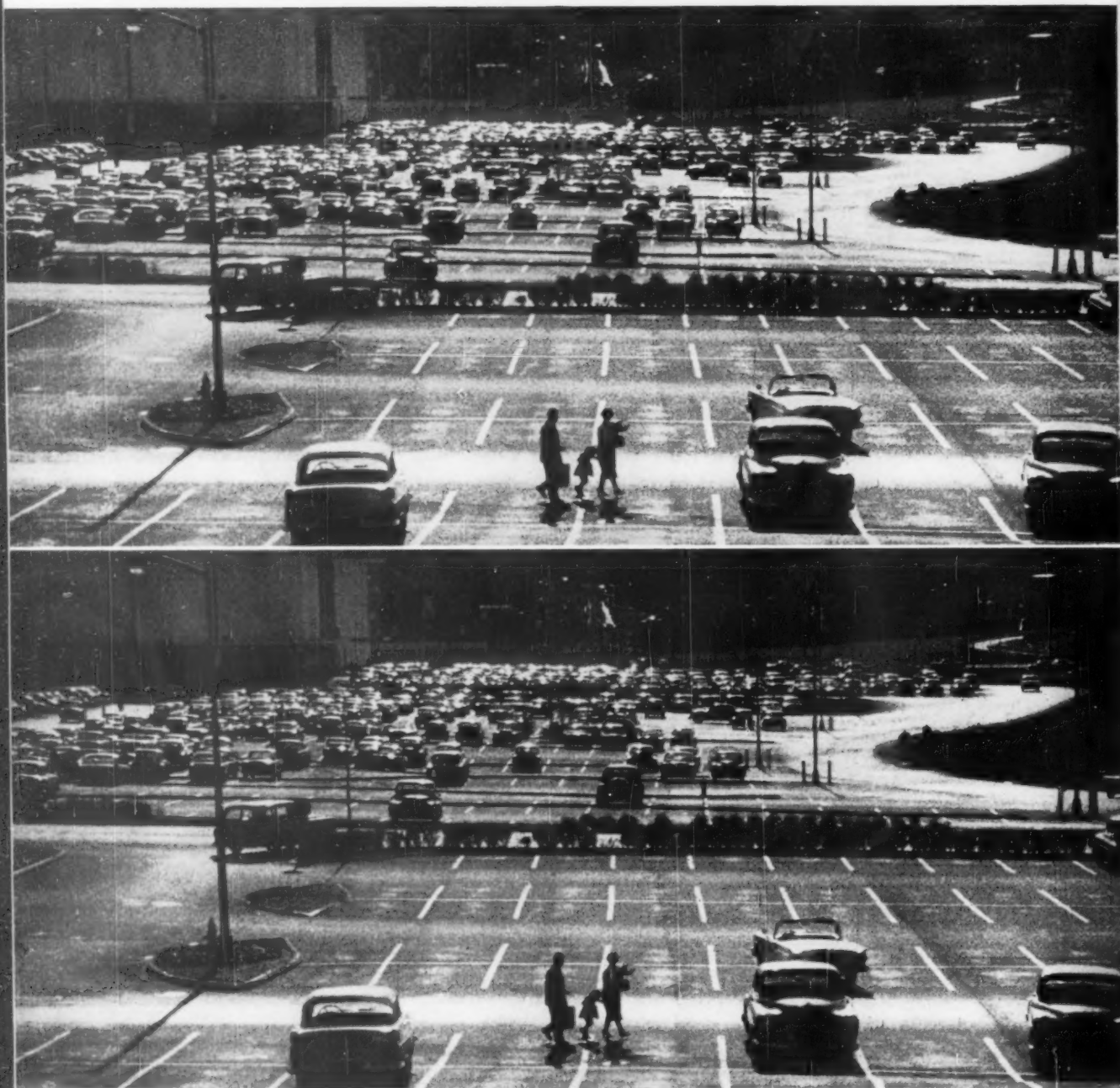
And among the comparable top ten markets, only The Milwaukee Journal offers national advertisers such complete, economical one-paper coverage. In the Journal advertisers reach 9 out of 10 families . . . at one low cost — no combinations or supplementary media needed.

THE MILWAUKEE JOURNAL

Member of Million Market Newspapers, Inc.

NEW YORK • CHICAGO • DETROIT • LOS ANGELES • SAN FRANCISCO

"Shopping in the suburbs is a family thing. Tom does all the driving and carrying. The kids do all the wanting—from rocket-ship rides to another drink of water. And I spend all the money."



New York is cash, charge, deliver, take... on the biggest scale in the world. In an average week, New Yorkers spend \$190,343,750 at retail... more than in Chicago, Boston and Philadelphia combined. To move merchandise in both city and suburbs, department stores use The New York Times more than any other medium. It serves New Yorkers with the most news... sells them with the most advertising. New York is The New York Times.

Notes From The Editor's Side Pocket

Is Distribution Essentially 'Gimmickry'?

Under the title of "Consumers of Abundance," the Fund for the Republic, Inc., has distributed a pamphlet under the authorship of Gerard Piel, publisher of the magazine *Scientific American*. It is a thought-provoking study of the largely unresolved problems brought about by increased productive efficiency of our manufacturing plants and our farms. If you're interested, you can get a single copy free by addressing the Fund at 133 East 54th St., New York 22, N. Y.

He has two paragraphs with which I take violent exception:

But the shortening of the work week and the working life still leaves untold the real story of how work has been spread in order to secure the spread of purchasing power. If work is defined with any sort of strictness to mean productive work—that is, the extraction of raw materials and the making of consumable goods from them (farming, mining, manufacturing, building, and transportation)—then less than half of the labor force, only 25 million people, are really at work.

The distribution of the abundance they produce is secured in large part by employing people in the task of distribution. This is not to say that the distributors do not serve a valid economic function. But selling and distribution costs commonly mark up the manufacturing cost of durable goods by 250%. The major portion of the profit on the sales price, therefore, comes from the distribution process. Since gimmickry is thus made to grow by what it feeds upon, the distribution system pays a premium on waste. Its principal economic justification is that it does provide work and so increases the number of consumers.

My disagreement is concerned with three of his statements.

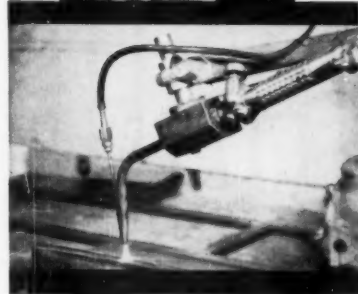
1. Why *should* productive work be restricted to the extraction of raw materials and the making of consumable goods from them? To my way of thinking, the work done by the automobile mechanic who repaired my car was productive, and the barber who trimmed my hair this noon was *really* at work.

2. I don't think it's true that selling and distribution costs commonly mark up the manufacturing cost of durable goods by 250%. My recollection of the most thorough study ever done on the subject was that the average is 150%. According to Piel's arithmetic, a car selling for \$3,000 had a manufacturing cost of only \$857. That seems like one hell of an exaggeration.

3. Of course there are wastes in distribution, but why must the word "gimmickry" be associated so broadly with the movement of goods from production point to consumption point?

Firstitis

Is there something wrong with me that makes me suspicious of any so-called "research study" that covers a wide range of comparisons and puts Product or Service "A" ahead of its competitors in every respect? I've just been reading a page ad about a dozen studies in which "A" is compared with three competitors on efficiency, and it doesn't miss once in 36 tries. I kept saying to myself, "Now if in one of these it was a poor second or a good third, I'd find the claims convincing; but this being first always,



HOW MAY THESE NEW PRODUCTS AFFECT YOUR MARKETS?

New Products + New Customers = Changing Markets. That's the simple mathematics of marketing. The question is: How does one keep moving with changing markets for their own products? There are many ways, of course. But a good place to start is via the pages of **INDUSTRIAL EQUIPMENT NEWS**, the monthly reporter of "What's New" in equipment, parts, and materials.

But IEN is more than just a "market locator" for new and improved products. It has equal value in selling and re-selling established markets as well. Each month, IEN calls on 81,000 important buyers and specifiers in all industries. They read IEN for only one reason: Product Information. Product information that will help them solve their constantly changing needs in engineering, production and maintenance. Only \$205 a month to help keep present markets sold and to search out new ones—a basic essential in any marketing program these days. Our new Media Data File shows you why. Send for it today. No obligation. **IEN**

INDUSTRIAL EQUIPMENT NEWS

Affiliated with Thomas Publishing Company
461 Eighth Avenue, New York 1, N.Y., OXford 5-0500



SURE

The Free Press SELLS BUSINESS



More Readers Than Ever

Free Press circulation now up 100,000 . . . 622,242 Sundays—573,273 Daily.

Executives Prefer the Detroit Free Press

Readership studies carried on continuously over the past 20 years clearly show an increasing executive preference for the friendly Free Press. A study of the newspaper readership preference of Detroit area Automotive and Advertising Executives completed in February of 1961 showed:

Total daily Free Press readership of 83.1%; other paper, 68.9%. (90% of executives contacted responded to survey.) • Exclusive daily Free Press readership among all respondents was 25.6%; other paper, 11.4%. • A study of Presidents of Michigan Manufacturing Firms rated at \$1,000,000.00 or more showed an even stronger Free Press exclusive preference. • Exclusive daily Free Press readership among all respondents was 41%; other paper, 11%. (89% of those contacted responded to this survey.)

Business Report

The Free Press now offers business executives even more with "Business Report", a new section with each Sunday Free Press.

"A complete picture of Detroit and Michigan Business, Finance and Industry. All that is new—and news—about the world of Business".

... Lee Hills, Free Press Vice President—
Executive Editor

HERE'S HOW
THE
FREE PRESS
SELLS BUSINESS!



THE DETROIT FREE PRESS IS SO REWARDING TO READ . . . SO REWARDING TO USE

The Detroit Free Press

MICHIGAN'S ONLY MORNING NEWSPAPER
NATIONAL REPRESENTATIVES: STORY, BROOKS & FINLEY

The Editor's Side Pocket

(continued)

and without exception, makes my skeptical mind think there must be unpublicized studies—where they make a lousy showing."

What's so wrong about being second or third in some categories? You could still be first in total score—and your claims would be far easier to accept.

'Holy Cow! What Next in Competition?'

The above remark, prettied up a bit for publication, was the reaction of one of my associates to a bill, now undergoing hearings in the Senate, which would put the Government in direct competition with private industry through an export magazine that would carry paid advertising from American organizations.

The bill is S.1729, introduced April 27 by Sen. Clair Engle (D., Cal.) with several co-sponsors, including Chairman Warren G. Magnuson (D., Wash.) of the Senate Commerce Committee. This is an omnibus bill, called "The Foreign Commerce Act of 1961." The magazine provision is a small part of a big package designed to expand U.S. foreign trade activities, establish an export credit insurance program, and transfer overseas commercial attaches from State to Commerce. Unnoticed for many weeks, until an alert Journal of Commerce reporter found it, was Section 101 (10), stating that the Secretary of Commerce is authorized and directed to:

... compile, edit and publish in English and such other languages as deemed necessary a suitable periodic journal or magazine containing developments in American industry and advertisements of established American individuals, firms or business organizations on a paid basis, and to make such journal or magazine available without charge to foreign firms, individuals and business organizations as a means of publicizing business opportunities and to attract foreign nationals to the services and facilities available through the Foreign Commerce Corps and the Department of Commerce.

The major purposes of this omnibus bill, noted above, are admirable. Publishers do not object to the Government's publishing an export trade magazine, but they rightfully protest against the carrying of paid advertising in competition with private enterprise. Such a publication would pay neither postage nor taxes, two items that are a direct concern to publishers who must make a profit or get out of the publishing business. And if the field of export selling needs a Government publication carrying advertising, how soon will some senator or congressman want a similar publication to serve the domestic market?

If you feel that the section of S.1729 quoted above would result in unfair competition with private industry, won't you ask your congressmen and senators to use their influence to amend the offending paragraph?

Phil Salisbury



THE LONGEST SHOPPING LIST IN TOWN

... requires a budget in excess of \$2½ billion a year! That's what it takes to keep recognized U.S. hospitals operating at peak efficiency to maintain their traditionally matchless standards of medical care. And every new advance in medical science adds item after item to the already lengthy list!

HOSPITALS. Journal of the American Hospital Association, can be your most potent line of communication with the group in hospitals who have the authority to buy.

HOSPITALS, J.A.H.A.
840 North Lake Shore Drive
Chicago 11, Illinois

Please send me further information on the market and on the official journal of the hospital field.

name _____
title _____
company _____
street _____
city _____ zone _____
state _____
principal product _____

women love to be wooed in

And NBC Daytime has winning ways with the women most able to buy! Want the inside track on a billion dollar market? Reach America's housewives via NBC Daytime Television. Nielsen shows that, in just 4 weeks, an NBC daytime advertiser in three different programs gets his message to 58% of the younger housewives, 65% of the middle age bracket and 45% of the older (but young in heart) group. What's more, he scores an average of 12 commercial impressions in their homes!* And let's take a good look at that middle (35-49) age bracket. TV homes with housewives in this category add up to a population

NBC DAY-TIME LINE-UP: 10:00 Say When • 10:30 Play Your Hunch (color) • 11:00 Price is Right (color) • 11:30 Concentration • 12:00 Truth or Consequences • 12:30 It Could Be You



over 60 million. Strong in buying power too—they have over twice as much to spend as younger families. They buy more. They consume more. More coffee... facial tissues... prepared puddings. When it comes to cigarettes, for example, Nielsen says they use nearly twice as many as their younger counterparts... nearly two and one half times more than older housewife homes.** But young, middle or older—you reach the housewife group most important to you with NBC Daytime's flexible scheduling. Put your advertising power where the selling power is—on **NBC Television Network...leader in the Daytime!**



*NTI Specas Analysis 4 wks ending Feb. 5, 1961. **Nielsen Special Research 1957-1961

(color) • 2:00 Jan Murray Show (color) • 2:30 Loretta Young Theatre • 3:00 Young Dr. Malone • 3:30 From These Roots • 4:00 Make Room For Daddy • 4:30 Here's Hollywood

They're in the News



Photo by Newsweek—Tony Rollo

At IBM's Helm: A One-Time Salesman

Albert L. Williams isn't (as most people think) the first non-Watson to be president of giant **International Business Machines Corp.** He's the second. And he's not strictly a financial man, as people also assume. Williams (neat, conservative—but with a humorous gleam in his eye) is 50 as he succeeds Thomas J. Watson, Jr., to the presidency. Williams joined IBM in 1936 as a student sales representative in Pittsburgh. And he continued in sales in various IBM branch offices until he was moved up to be assistant to the IBM executive

assistant (companies as big as IBM — sales for 1960 were pushing \$1.5 billion — are forced into titles like that) at world headquarters in 1942. Along the way he switched to the financial side of the business. He has been controller, treasurer and vice president of the company, and until recently he's been executive v-p. . . . Williams was born in Berwick, Pa., attended Beckley College, Harrisburg, and along the way became a certified public accountant. Although it's been some years since he's been active in the sales end of the business, those close to him say he never takes his eye from the sales graph. He and Mrs. Williams and their two children live in Bronxville, N.Y., and he uses his commuting time to help keep organized. Like all IBM executives, he takes an active role in community activities. He's a past president of the Bronxville PTA, the Board of Education of Bronxville and the board of trustees of the town library.



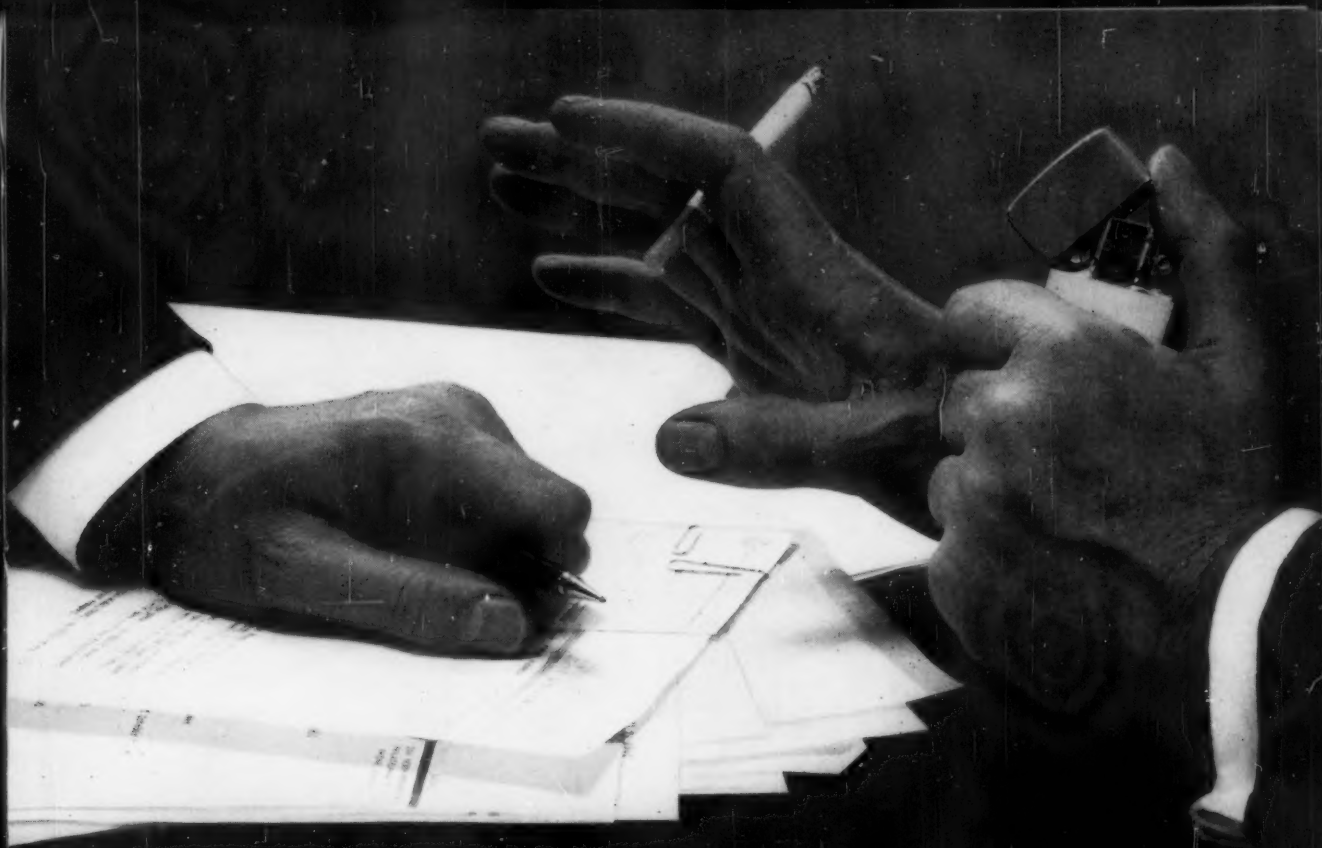
Photo by Guy Gillette

Up from A Shredded Wheat Display

Leslie E. Parkhurst, the clean-shaven type, is the new president of the **American Safety Razor Co.**, recently re-established as a division of ASR Products Co., which, in turn, is owned by Philip Morris Inc. He got his start back in '42, when he was building a Shredded Wheat display for his then employer, National Biscuit Co. Into the store came the president of Emerson Drug Co., admired the Parkhurst handiwork, hired him on the spot. By the time he

left Emerson in 1953 he was general sales manager. . . . In 1954, a year after he joined the ASR operations, he was named general sales manager, most recently has been executive v-p. Why did Philip Morris buy ASR? "Logical," says Parkhurst, a man with a sense of humor as sharp as one of his firm's blades. "It was right down PM's alley: The marketing problems are similar and PM had the manufacturing know-how and the available research facilities. And both tobacco and the razor business are virtually depression-proof." Parkhurst swears he likes to shave, hates elec-

tric razors, maintains that the non-electric shaving market is growing. "We're selling comfort," he says. He admits that the English subsidiary makes an electric razor but insists ASR has no intentions of doing so. . . . Leslie Parkhurst was born in Milwaukee, went to high school and college with the girl he later married, has one married daughter and another who was just graduated from college. The Parkhursts live in Hartsdale, just outside New York City, where they have a 900-foot driveway that has to be shoveled out after each snowfall!



***"We can close the deal tomorrow—
if we can meet delivery"***

United can help

When the sale depends on fast, regular delivery to customers too far away for surface transportation, United Air Freight may clinch the deal. A United jet speeds coast to coast in 5½ hours and can carry up to 14,000 pounds of freight.

In addition, United serves you with the world's largest jet fleet, offering jets to more U.S. cities than any other airline.

Schedules are frequent and convenient. United can take shipments to 117 cities, including 103 top U.S. markets. Only United offers *Reserved Air Freight* on *every* flight.

Fast air freight is just one of the services United has to help you sell. For more information on this—and the other aids to sales management—call your local United sales office.

WORLD'S LARGEST JET FLEET **UNITED** KNOWN FOR EXTRA CARE



Handy 12-page booklet from Kraft solves every business Christmas gift problem

CUT OUT THIS COUPON, SEND FOR YOUR FREE COPY TODAY

Some of the problems this booklet solves

Shopping problems. No crowds to fight—with this booklet you can do all of your business gift shopping right in your own office.

Choice problems. You get a wide range of satisfying food gifts to choose from—and no guessing about sizes, colors!

Price problems. Whatever you want to spend—from \$1.59 to \$12.95—Kraft has a gift that will be appreciated.

Shipping problems. Kraft does everything—even includes your personal card if you wish—and delivers on or before Christmas day.

An urgent suggestion: Supplies of these new Kraft Christmas assortments are limited. Send for your free booklet today!

Dept. X, Kraft Foods
500 Peshtigo Court, Chicago 90, Illinois

Please send me a free copy of the Kraft booklet that can solve every business gift problem.

Name

Address

City

Company Zone

Business Telephone

Madison Avenue says:

“Yes!”

Good Housekeeping's recently announced newsstand price increase (as well as a premium subscription price) has been widely acclaimed by thoughtful advertisers and their agencies.

■ Because it equitably distributes increased publishing costs between reader and advertiser.

■ Because it further sharpens Good Housekeeping's unique audience selectivity. (Clearly only a quality audience will pay 40% more for *the* quality magazine in its field.)

■ Because Good Housekeeping's sense-making page rate permits the all-important benefits of advertising continuity on a reasonable budget.

■ And because, in terms of basic advertising efficiency, Good Housekeeping not only reaches more women per dollar spent—but with its unique believability, penetrates more minds.

But, this very special quality of being *believed* is based on the fact that we do indeed investigate every product before we can accept an advertising order. These investigations take time—often weeks.

Since the cover price announcement, a very substantial number of new advertisers have sent in their orders. Regular advertisers are increasing their equities; and many others, in their letters of congratulations, have indicated their intention to do so.

But where investigation is necessary—time is of the essence. So if you want to put Good Housekeeping to work for you this Fall, for the love of—let's say Pete—let us know now. We can't take orders from everyone. But we sure don't want to miss yours.

HOW MANY B & W PAGES \$222,000 BUY IN EACH WOMEN'S SERVICE MAGAZINE*													NUMBER OF IMPRESSIONS
PAGES	1	2	3	4	5	6	7	8	9	10	11	12	
GOOD HOUSEKEEPING	GH	GH	GH	GH	GH	GH	GH	GH	GH	GH	GH	GH	=59,532,000 IMPRESSIONS
LADIES' HOME JOURNAL	LHJ	LHJ	LHJ	LHJ	LHJ	LHJ	LHJ						=45,780,000 IMPRESSIONS
McCALL'S	McC	McC	McC	McC	McC	McC	M						=45,780,000 IMPRESSIONS

*October, 1961 B & W page rates without discounts

*October, 1961 B & W page rates without discounts.

Good Housekeeping

Magazine and Institute/A Hour Magazine



**Look
what's new
in shampoo
packaging**



A "MAKES YOU WANT TO BUY" PACKAGE. This graceful shampoo package is a beauty on the shelf. But producing it took some doing. The bottle could have no less than 5% headspace . . . with the further requirement that the fill point must appear precisely at the shoulder. Where other attempts failed, our engineers solved the problem without sacrificing the design, and produced this attractive bottle and closure.



Armstrong PACKAGING

WATCH ARMSTRONG CIRCLE THEATRE EVERY OTHER WEDNESDAY EVENING ON CBS-TV

The President as a Marketing Leader

Fortunately, the old-type company president is **disappearing fast**. It is fortunate because that kind of corporate chief—the staid, financially oriented “boss” whose ideas are law and who sits like judge and jury over every corporate activity—can stifle marketing to the point where it is **totally incapable of effective competitive action**.

Rising in his place is a chief executive who is a **marketing leader** rather than a commander. He has changed, and his job as president has changed. He is a communications center rather than simply a policy fountainhead. He works with marketing to develop policy and uses his high vantage point to help implement applicable parts of this policy throughout the rest of the company. He is no longer the impatient “chief” who must be “sold” on every new idea.

He also uses his high position to **create contact with the outside world**—with the markets, the competition, with the rest of business. He uses this broad view to help his marketers innovate by **instigating new departures**. He no longer uses this broad view for the primary purpose of manipulating his personal and his company's finances.

He is a positive rather than negative force in marketing. He sees his job as one of encouraging, developing, even creating good ideas, rather than simply putting a halt to bad ideas.

Perhaps more important than anything else, he realizes that the same personal attributes that helped him become president can also permit him to **personally create an image** of dynamism, brightness and modernity for the company.

There are a number of ways in which the president who is a marketing leader can be a tremendous force in stimulating and building the company's marketing effort. Here are just a few of the important areas in which he can have a significant influence:

● **Long-range planning.** No long-range plan for marketing can ever be made unless it is made within the framework of the long-term plans of the entire company. Therefore it is basic that the chief executive—the man supposedly most closely involved with corporate planning—must be **instrumental in the guiding of marketing's plans**. And, because all long-range planning is basically his responsibility, it is up to the president to make sure that the marketing people are kept free enough from everyday detail and short-term work to be able to devote time and serious thought to the future. In short, planning must be done; it must be done in such a way as to provide the basis for, or at least mesh with, the planning being done by other areas of corporate responsibility; and the plans must provide acceptable objectives and be workable as a whole.

And, while the president is overseeing these activities, he must also continuously bear in mind the importance of the marketing function and its need to **set**, rather than simply conform to, many of the courses the company will follow.

● **Selling.** The president can and should help to sell. His prestige as top man automatically makes him the **star company salesman**. He alone can sell on the proper level to the few biggest customers. But even more important is the fact that he cannot do a proper job of leading the company unless he knows what is going on on the selling

Significant Trends

(continued)

front—the reasons people buy or do not buy, the demands they make, the complaints they have. And, as these things always change from year to year, past sales experience is not enough.

● **Product planning.** The president must not only support the necessary research programs, but he must encourage experimentation and new departures. If he forces his marketing people to hang their careers on the line every time something new is done, there will never be anything new. He must, therefore, personally share the responsibility for new products he believes in. And he must learn to believe in more than just the most sure-fire new products.

● **Manpower development.** Basically, it is up to the chief executive to see that sufficient marketing manpower planning is done and that funds are provided to carry out these plans. But he can also use his personal power to great advantage. He can lecture to students, and cooperate with and become interested in leading schools and their staffs; in this way he can create a path between the centers of learning and his company.

● **Advertising.** As with product planning, the president not only must recognize advertising's basic value, but must be willing to accept and even bear some responsibility for innovation in ads themselves and in the vehicles which carry these ads. Perhaps the greatest long-range danger facing advertising today is a sameness and lack of imagination which could create an apathy or unconscious resistance to advertising on the public's part. The companies which overcome this will have to innovate.

● **Pricing.** It is exceedingly important that the president regard pricing policy as one element in the total competitive marketing picture and not just as a direct instrument of profit and loss.

● **Distribution.** Because physical distribution so often crosses departmental lines, it is up to the

president to lead the fight for modernization and marketing-orientation of the whole physical distribution function. As markets change, as delivery and inventory become more important to sales, traditional facilities must in many cases be altered. The top company officer can either see to it that marketing has control over the change, or, at the very least, himself coordinate and promote the change among the various centers of distribution responsibility. In any event, he must recognize the need for the change, and support it.

● **Marketing research.** The president must believe in it, sponsor it and accept it. But, at the same time he learns to respect it and defer to it, he must learn not to fear it and, indeed, to strike a happy balance between marketing research and experienced judgment.

● **Moral leadership.** Obviously, there is no excuse for a president's condoning shady or illegal marketing practices. Similarly, there is no excuse for his being either so divorced from marketing that he doesn't know what is going on, or so hard-headedly demanding of his marketing organization that it has no choice but to increase profits through illegal or unethical maneuvering.

It must be understood that a president's demonstrating marketing leadership and taking over the whole marketing operation lock, stock and barrel are two entirely different things. He does not replace the director of marketing, or even cut into his responsibility. What he does do is learn about marketing so he can understand its problems and offer truly constructive suggestions. He does break down the walls between departments and provide the force behind company-wide marketing-mindedness. He does support the marketing team in its efforts to innovate and its need for cooperation from other areas of company activity.

In short, it is up to the president to assume leadership, rather than opposition or interference.

IT'S CATCHING

The Plaza Hotel's new campaign has created excitement—so much so that food sales are up 27% and beverage sales up 46% over last year. The New Yorker is the only consumer magazine



THE
NEW YORKER

NO. 25 WEST 43RD STREET, NEW YORK 36, N. Y.

carrying the full-page advertisements, like the one below. For more details on how this New Yorker campaign sparks business, please write us and we will be happy to send you a booklet.



She's playing at The Plaza...while Rome burns.

The Italians are smoldering and who can blame them? We've stolen their best-loved singer. Katyna Ranieri is her name, and she sings all the sweet and sultry songs that are the rage right now in Rome. The Persian Room is the



HOTEL CORPORATION OF AMERICA

place. Performances at 9:00 and 12:15. Engagement, May 17 to June 17. Dancing to Ted Straeter, his songs, piano and orchestra, and Mark Monte's Continentals. For reservations call Plaza 9-3000. The Persian Room at The Plaza.

ADVERTISING AGENCY FOR THE PLAZA: DOYLE DANE BERNBACH INC.

In one ear

CLASS OF SERVICE

This is a fast message unless its deferred character is indicated by the proper symbol.

WESTERN UNION TELEGRAM

W. P. MARSHALL, PRESIDENT

1201 (4-60)

SYMBOLS

DL = Day Letter

NL = Night Letter

LT = International Letter Telegram

The filing time shown in the date line on domestic telegrams is LOCAL TIME at point of origin. Time of receipt is LOCAL TIME at point of destination

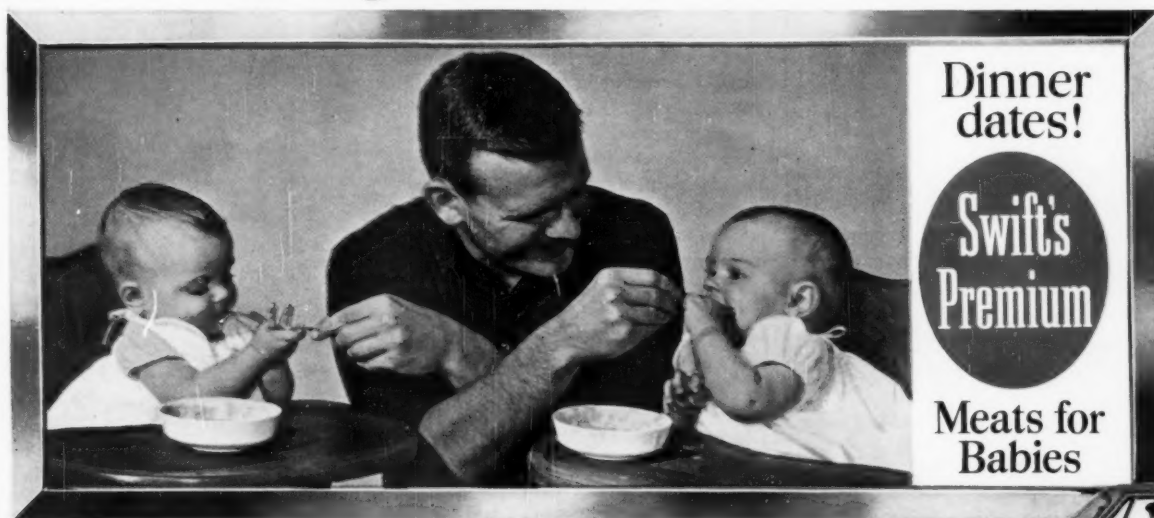
IN ONE EAR AND OUT THE OTHER? NOT WITH A TELEGRAM.
EVERY FACT AND FIGURE IS CLEARLY UNDERSTOOD -
NO MISTAKE ABOUT IT. YOU MAKE YOUR POINT CONCISELY,
ECONOMICALLY, DRAMATICALLY. THE EYE REMEMBERS WHAT
THE EAR MAY FORGET, SO . . .

TO BE SURE TO GET ACTION, SEND A TELEGRAM.

THE COMPANY WILL APPRECIATE SUGGESTIONS FROM ITS PATRONS CONCERNING ITS SERVICE



stay with her...



**keep selling with the
persistence
of Outdoor!**

Ask an OAI Representative to explain how a small shift of your media dollars can add the persistence of Outdoor to your advertising.

**OUTDOOR
ADVERTISING
INCORPORATED**

OAI

Outdoor maintains momentum in your advertising—gives your sales message around-the-clock impact for 30 days, in big size and full color, close to the point of sale. Outdoor reaches more people, more often, at lower cost than any other primary medium.

The reach: 94% of car-owning households.
The frequency: 21 times per month.

And Outdoor puts your selling message *where* you want it, when you want it—with no extra cost for setting zones and boundaries to meet your distribution requirements.

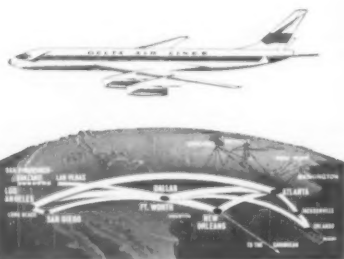


Offices in: Atlanta, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, St. Louis, San Francisco, Seattle

DELTA

announces a New Southern Transcontinental Jet Route linking California with the Southeast

Now 6 Jet flights daily between Los Angeles and Atlanta! Non-stop service in slightly more than 4 hours ... other jets link Los Angeles and Atlanta by way of Dallas/Ft. Worth and New Orleans. Plus direct service between San Diego, Las Vegas and Dallas/Ft. Worth, New Orleans, and Florida. And later in the summer Delta jet service to San Francisco.



Delta's new routes to the
West Coast

DELTA
A New Southern Transcontinental Route

MARKETING

MARKET FOR SOUND

Washington, D. C.—An untapped market of 4.5 million potential customers can be frustrating as well as inviting, according to hearing aid manufacturers. A recent report from the Public Health Service's National Health Survey shows about 1,161,000 of the civilian population wearing hearing aids. But this figure represents only about one-fifth of the people reported to have hearing impairments. And what with aesthetic objections and personal vanity on the part of the consumer, manufacturers have found that achieving even this degree of success is an uphill battle all the way.

BOGUS LABELS

New York—The Japanese are under attack for the alleged misuse of American brand names—this time from Admiral Corp. The American company obtained a restraining order in U.S. District Court to halt the distribution by Ma-Lin Enterprises, Inc., of Japanese-made transistor radios carrying an "Admiral" label. Admiral is charging willful and wanton infringement of the "Admiral" trade-mark, and is seeking treble damages. An especially sore spot with the American firm is that it has been conducting a "buy American" campaign for the past two years which the Japanese-made products have allegedly been cashing in on.

AD GUARANTEE

New York—Industrial marketers and ad agencies are tipping their hats and scratching their heads over the recent ad guarantee policy at O. S. Tyson and Co., Inc. Hats were doffed because the agency had the courage of its convictions, and heads were scratched over what clients and types of products might fit into the new proposal.

Under the new plan, the agency returns all fees and commissions to a client if a proposed campaign fails within a specified period to produce a 10% increase in measurable results over the advertising previously running. If results are 10% better, how-

ever, the agency will take an additional 5% over its normal commission; if 20% better, an additional 10%, and so on.

Clients who use the new plan will raise some problems. With Tyson's bread and butter hinging so directly on the outcome of a campaign, the agency will demand greater freedom than before in mapping a campaign. However, since industrial ad managers frequently defer to their agency's more specialized knowledge, this is no serious hurdle.

But both agency and client will have to come to an agreement on "measurable advertising goals," no mean task in industrial advertising. And they will also have to agree on the proper "measurement tool."

BULK SAMPLING

White Plains, N. Y.—This object lesson in the need to fully police sampling crews comes from James Andrews, advertising and merchandising manager, Maxwell House Division of General Foods Corp. During the sampling program of instant Yuban coffee, a young woman was accosted by a man outside her local supermarket and asked if she would like to try a sample. When she said yes, the stranger eagerly thrust upon her half a dozen 2-ounce jars of Yuban and a fistful of 15c coupons.

How did Andrews find out his crew

The Survey Says*

Average Family Spends
22% More for Food

Ten Years Ago
\$815



Today
\$991



*Food Store Sales as defined by Sales Management's 1952 and 1961 Survey of Buying Power.

Sales Management JULY 21, 1961

on the MOVE

was overdoing it? The young woman turned out to be the daughter-in-law of his executive v-p in charge of marketing.



PROMOTION BY MOTION

New York—The latest wrinkle in outdoor advertising is the moving poster, Ak-Shun. It is actually two pictures mounted on opposite sides of a vertically slatted poster board. As the slats revolve, the picture on the reverse side becomes visible.

The poster shown above is one of several erected throughout the New York metropolitan area for the International Ladies Garment Workers' Union. The same basic idea is employed in P-O-P displays by the ILGWU. And in Chicago a 10-foot outdoor poster is reported to be built on a similar idea.

FISHY NAMES

New York—A fish by any other name would smell as bad, but Trademark Management Institute, Inc., thinks it would sell better. The company recently commented on the "inappropriate connotations" common fish names create in the mind of the consumer. "Such names as smelt, croaker, crappie and hogchoker contribute to the sea food industry's lack of success in reaching full sales potential," said the company's president. Undaunted, but

with what is a well-nigh impossible task, he further suggested that the fish industry follow the example of others which have dropped offensive product names.

\$12 BILLION ON THE HOOF

Seattle—Groundwork laid at the Seattle World's Fair, Century 21, is expected to pay off in the 12 months following the exposition to the tune of \$12 billion. Century 21 researchers have estimated that visitors to the fair will spend that much on consumer goods in the year following it.

NEW SALES RESISTANCE

New York—The latest form of resistance with which industrial sales management will have to contend is the Learning Curve. The device hasn't seen much action yet, but the current issue of Purchasing Magazine reports that it has already cut thousands of dollars from purchase prices for buyers.

The Learning Curve is simply a line drawn on a chart which indicates the reduced time required to do a job—hence, reduced cost involved—each time it is repeated. Purchasing agents use LC to argue salesmen into lower prices on the basis of reduced production costs shown by the curve.

Salesmen will have to know their products more thoroughly than ever in order to justify prices in the face of such strong arguments.

EXPERTS AVAILABLE

New York—There's aid in the offing for small and medium-size ad agencies floundering in the deep waters of today's specialized advertising and marketing services. For a flat fee, the recently launched consulting firm, Advertising Review Counsel, provides the services of a plans review board such as those in use at the larger, wealthier agencies.

The Counsel will offer aid in such operations as reviewing client campaigns and plans for the coming year, new product introduction programs, etc. Noncompetitive with ad agencies,

Advertisement

How to Cut Complaints to 1/10 of 1%!

by Donald L. Spotts



Over the years, we have come to pay healthy respect to "customer complaints" on self-liquidating premium offers... since this area is a key to good —or bad will!

Naturally, mistakes are bound to occur whenever the human element and the law of averages are constantly at work. But, it is our belief at SMC that frequency of complaints can be shaved down.

With this in mind, an intensive study by our research department analyzed hundreds of national and regional deals that we have handled over the years. The results of the study showed that 97% of errors that cause complaints occur within the 5 stages inherent in the mailing operation! Remove the possibility of errors in these 5 areas, and, in an adult premium promotion you have removed all but 3% of the problems that occur in complaints! Children's premium deals can run higher and usually do, since poor penmanship on the part of the kids makes the mailing house job sometimes next to impossible.

Strict controls within the mailing organization are a must. Then too, you must make sure there is adequate supply of the premium item, and that it is worth the money the customer is paying for it. But, properly handled by a concern that concerns itself with your customer good-will, the promotion should have complaints down to the one-tenth-of-one-percent level!

Many of our clients have been amazed with low-complaint SMC service! Why not amaze us, by calling me personally (collect, of course!) at

Spotts Mailing Corporation

2402 University Avenue

St. Paul 4, Minnesota

MI 5-5841

MI 5-5842

What magic helped pull Cannon stocking sales up 44%?

"During the 4 months starting with October, 1960, when we began our new advertising campaign exclusively in Reader's Digest, our sales went up 44% over the previous year," reports Mr. Peter Sarfaty, vice president in charge of Cannon Mills' hosiery division.

And Cannon sales have continued to break records ever since. Mr. Sarfaty says these are among the main reasons:

1. "Digest believability has a flow-over to our advertising and impresses our *wholesalers* and *retailers*."
2. "Through the Digest we reach and convince the largest possible audience of *women*."

Cannon also received more consumer mail from Digest readers than from any previous campaign

in any publication. Many letters were from areas where Cannon wished to increase distribution.

In Mr. Sarfaty's words, "We have never had this kind of advertising response before. The Digest is a big reason for our new growth."

One reason Cannon stocking advertising . . . and *your* advertising . . . can work so well in the Digest is this: each dollar invested in the Digest buys *double the chances-to-sell*. The average advertising page in the Digest is looked at 60 million times—twice as often* as in other leading magazines. The Digest can . . .

*double your
chances-to-sell*



*Source:
Alfred Politz
Media Studies

People have faith in
**Reader's
Digest**

Marketing on the Move

(continued)

it won't carry out the recommendations and findings of the review, but upon request it will suggest specialists to supplement the agency's own staff.

Headed by well known names in advertising and marketing circles, ARC'ers include: Franklin Bell, former advertising director of H. J. Heinz Co.; Stuart Peabody, ad director of The Borden Co. for 33 years; Fred Barrett, erstwhile media director at BBDO; Ray Haun, former head of grocery merchandising at This Week magazine and Ken Dyke, past NBC v-p and senior v-p of Young & Rubicam.

A LOAD OFF SALESMEN

New York—Lugging heavy sample cases along on United Air Lines flights will be cheaper in the future. The airline now permits a salesman to check his sample case at the passenger counter along with other luggage, but the samples go at the air freight rate. His case travels on the same plane and upon arrival he can pick it up at the baggage claiming area. In the past a salesman had to deliver his case to the air freight terminal or pay the higher excess baggage rates.

STOCKINGS ARE PINCHED

Columbus, Ohio—Extravagant beauty claims of Beautiqué Stockings, Inc., prompted the FDA to seize 1,946 pairs of the company's product. FDA charged the stockings were misbranded. The offending labels laid claim to "built-in beauty treatment" for "problem legs" in the form of a leg lotion soaked into the stockings.

GAS ON THE MARKET

New York — Gas industry boasts have the industry picking up 800,000 residential customers a year during the past decade, hitting the 30.4-million mark in 1960. Puffing up a little bit more, the industry's spokesmen declare that fully 85% of these customers will use gas for heating and cooling by 1965.

Sales Management JULY 21, 1961

Together for good reason

Persons who participate in similar activities develop an interest in each other that results in mutual respect and understanding. This is especially true of families who read **TOGETHER**. Their active participation in church and community affairs — largely on the leadership level — establishes a framework within which communication is natural and spontaneous.

TOGETHER is their magazine. It exerts substantial influence in over 900,000 homes. So will your product story when it is in

Together

The midmonth magazine for Methodist Families

740 RUSH STREET, CHICAGO 11, ILLINOIS





Are you leaving the "pow!" out of your packaging



powwow?

You certainly are unless you are selling Packaging to the "chief" in the carpeted office as well as to the man who signs the purchase order...and here's why:

American Management Association, in their Bulletin #9, "User-Supplier Teamwork in Packaging Management," strongly urges packagers to investigate the influence of marketing management in packaging decisions...not to lose track of the importance of purchasing and production but to close the gap of lost sales by reaching marketing executives who also have a big say-so.

Today, packages reflect "total selling" concepts in marketing. Packages are used to advertise and merchandise as well as to move products off the shelves. This means that sales and executive management, as well as research, advertising and distribution, participate in packaging decisions.

Look at any reports that show which key executives have the most influence in "packaging powwows." You'll find that the top titles are:

1. Sales Manager or Marketing Manager
2. President or Vice President

And under these decision-making executives come the Advertising Manager, Promotion Manager and Purchasing Agent (in varying order).

SALES MANAGEMENT, The Magazine of Marketing, is edited specifically for those #1 and #2 title classifications. Every issue of SALES MANAGEMENT wraps up the latest packaging and product design news and trends... for Presidents, Vice Presidents, Sales Managers, Marketing Managers. These are the executives who have the authority to bring you the "payoff" in packaging.

We honestly believe you can find no better "package" to give you the most effective sell-power available, than

Sales Management
THE MAGAZINE OF MARKETING

"Can I give my salesmen more time to close-in on orders, save time spent in warming-up prospects?" **HERE'S AN IDEA:** In fact, here's a booklet full of information and inspiration, "How to Spend \$250-Million a Day." Write for your copy. Read how the engineers and other technical decision-makers in the Chemical Process Industries make up their minds, why they read your advertising, what they do about it, and how they get other technical decision-makers in the company involved. In short, learn how you can use advertising to give your men more minutes for hard selling. Available only from

**CHEMICAL
ENGINEERING,**
McGraw-Hill,
330 W. 42d St.,
New York 36



Marketing Newsletter

ADVERTISING

Congress threatens
ban on defense ads

A flat ban on advertising by defense contractors at Government expense is likely to be imposed by Congress in the near future. The House has already passed such a provision as part of the \$43-billion Defense Dept. appropriations bill; so the edict is halfway to the statute books. . . . Publishing groups are making strenuous efforts to have the ban rescinded by the Senate. But even if that is accomplished the final decision will be made by a Senate-House conference committee.

Media directly affected if the ban sticks will be business magazines, news magazines, newspapers. Only allowable ad costs under present Pentagon rules are technical magazine copy and help-wanted ads in newspapers, plus an occasional community relations ad in a plant city newspaper. . . . Note: Top Defense officials insist that display ads by missile makers are always paid for from profits and are not charged to the Government. Ironically, it's the 4-color magazine ads which incite many congressmen to charge that Uncle Sam pays the bill.

the big worry
behind it all

Ads by defense marketers total only \$5 to \$10 million annually, according to Defense Dept. testimony—an infinitesimal 0.06% of total defense costs. . . . What worries us is that this whole unpleasant idea was conceived in ignorance, is being exaggerated for political purpose—and now looms as another formidable encroachment on our much-praised "free-enterprise system."

Not a pro-advertising word was spoken on the House floor as the bill containing the ad ban slid through by unanimous vote. . . . But several ad critics got in their licks. Rep. Robert Sikes (D., Fla.) said the proviso "is intended to stop the charging of needless advertising to the cost of defense." Rep. Jack Westland (R., Wash.) told how an ad gave a detailed explanation of the design of heat exchangers to anxious Russians. . . . If Defense secrets are reaching Moscow via ads, it should be simple enough to solve the problem without banning all ads. The existing voluntary system for reviewing ad copy could be made compulsory in case of national security—an obvious solution to the legislative problem now confronting Congress.

the outlook:
a key question

A key question remains: Will the Pentagon fight to knock out the offending provision in the giant Defense appropriations bill? If not, the battle is probably lost already.

By all rights, Defense brass should object. The idea for the ad embargo did not come from the Pentagon but from Congress itself—with an assist from one maverick, Vice Admiral Hyman Rickover, the Navy's controversial nuclear propulsion chief, who speaks only for himself. At secret House hearings, Rickover responded to a question by suggesting an ad ban. And the Appropriations Committee bought the notion.

RETAILING

the mad rush
to look alike

The so-called retail revolution could spell real trouble—or opportunity—for many a manufacturer. The mad rush of the mass retailers to look alike—sell the same products, at the same prices or discounts, with the same services—has special significance for every marketer of consumer products.

Note the swift changes. . . . The discounters now loom as a \$3-billion industry; many offer all the traditional department store services; even a new breed of closed-door discounter is thriving. To compete, department stores open suburban branches; they offer new services, sell by phone, even come to the home. Supermarkets edge more into non-food lines. Variety chains now resemble full-fledged general merchandisers. Door-to-door selling spreads. Automatic vending booms. Mail-order chains become merchandising giants. . . . Variety chains, food chains, department stores are rushing to open their own discount chains. The big names—Woolworth, Kresge, Grand Union, Kroger, Allied Stores, Federated—are among those breaking into the lush discount business.

In short, the mass retailers are getting bigger, more alike. The traditional retail images blur, as any store sells any product. And the pace of change is quickening. . . . It means that the manufacturer must think more boldly in terms of new distribution outlets. He must be careful not to get squeezed or lost in tomorrow's merchandising madness. He must put a greater premium on selling new accounts.

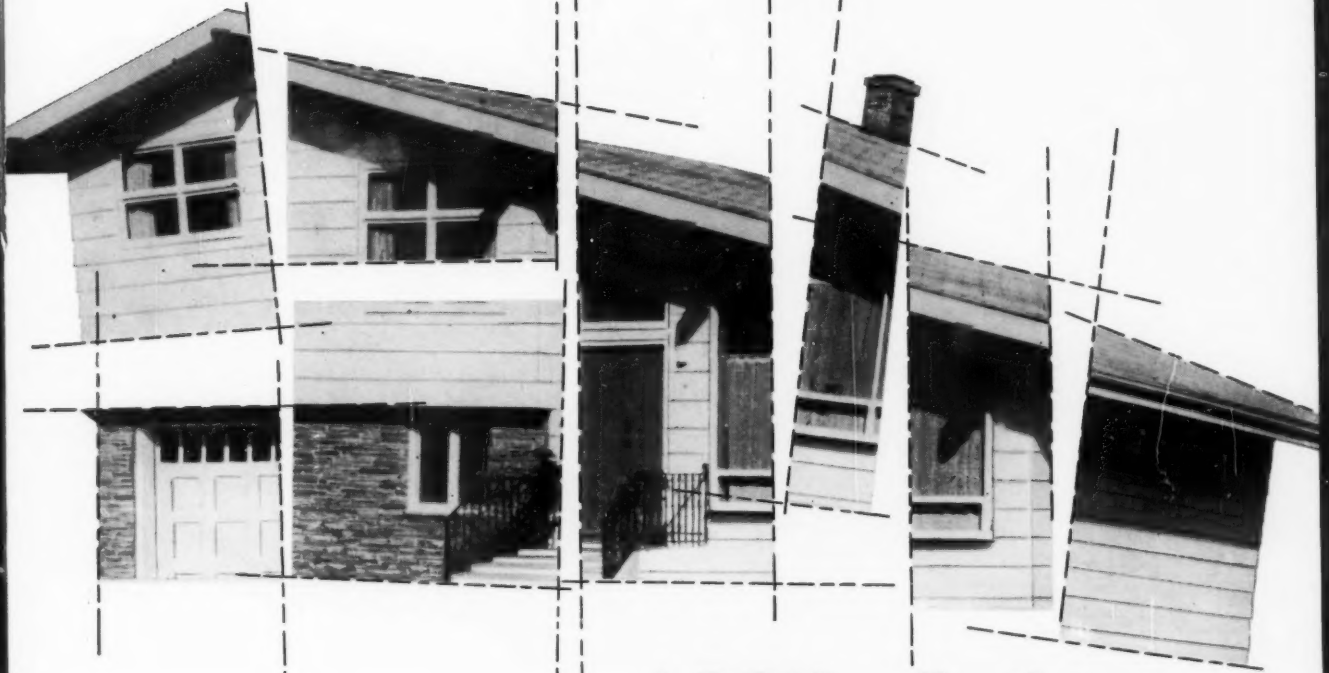
There's a sidelight to this changing picture, another type of problem created by the retail rat race. . . . In the struggle for survival, the weaker retailers are shaken out. The big chains get bigger, invade new fields, grow and merge. There will be fewer survivors, but bigger, more powerful ones, with greater economic power. They'll be able to use their vast buying influence to new purposes, often on helpless suppliers. They'll be even tougher to sell; they'll be choosier on new products; they'll demand more attractive deals and profit opportunities. . . . The sales manager's worst headache could well be his biggest, fattest retail customers.

MARKETS

more data coming
on overseas sales

Uncle Sam is expanding his efforts to help U.S. companies find and broaden foreign markets. The Commerce Dept. is doubling its "trade lists" program, to help marketers find potential overseas customers, sources of supply, foreign agents and advertising media. This year Commerce will produce 1,300 lists of names, addresses and basic information on firms handling specific products or offering special services in individual foreign countries. The lists also include basic marketing and research data on particular industries and commodities. Local trade patterns and trends, marketing conditions, and exchange control problems are probed and reported. . . . For details, write to Bureau of Foreign Commerce, Washington; or contact your local Commerce field office, in most major cities.

Arbor makes them



LOOK sells them

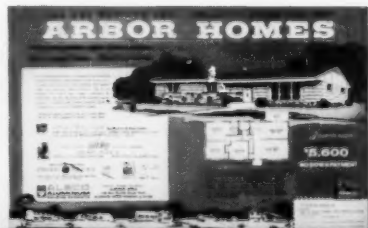
"One \$6,600 ad in LOOK sold \$200,000 worth of homes for us that we know of."

Arbor Homes, manufacturer of pre-cut panelized houses in New England, ran a Zone 1 (New England) two-page coupon advertisement in the Sept. 13, 1960, issue of LOOK. Over 6,000 inquiries poured in within a month after the ad appeared. Five months later, Arbor was still receiving 15 to 20 inquiries weekly.

Sidney Posin, Arbor Homes' Director of Advertising, writes, "We were able to trace directly to LOOK—because some of the LOOK coupons were accompanied by down payments—the sale of more than \$200,000 worth of homes. We know, of course, that LOOK *influenced* many more sales for Arbor Homes."

Moreover, Mr. Posin reports, Look Magazine drew twice as many returns per dollar invested than did any previous advertising source . . . and the quality of the respondents in LOOK was much higher than in other media, print and electronic.

Last year (1960 vs. 1959) LOOK gained more advertising revenue than any other magazine in America. And in 1961, LOOK had the biggest first six months in its history—biggest in advertising revenue, biggest in circulation. One reason for this unmatched growth is LOOK's outstanding record in producing sales results. For LOOK *means* sales.



The postmarks are actual reproductions



Grit helps you lick the problem of small-town coverage

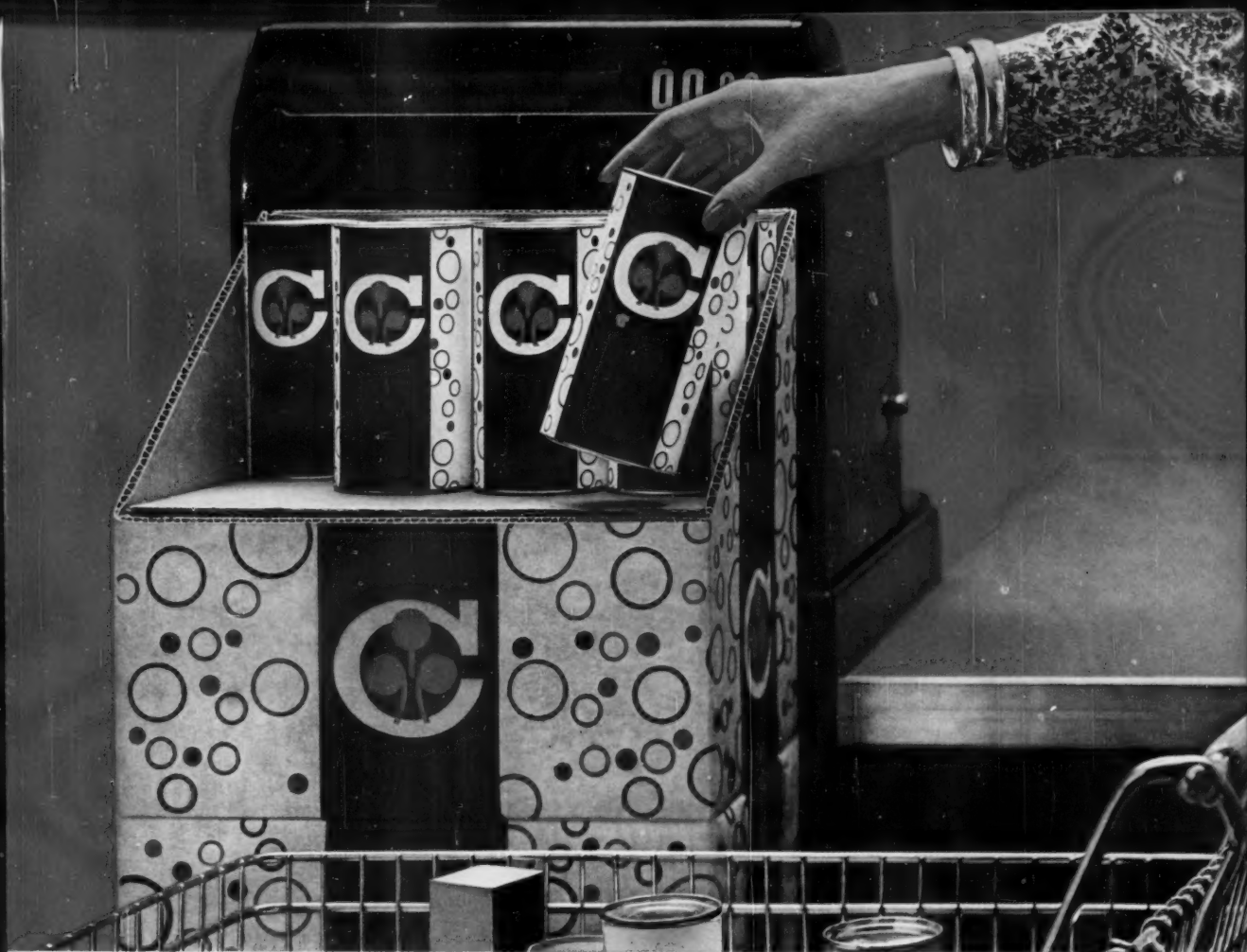
Here is one national publication (indeed, *the one!*) aimed solely at small towners. Hence its unique usefulness to national advertisers: *Grit* helps correct the big-city bias of the mass magazines and provide balanced national coverage.

But *Grit* does more than that. Because it is a true small-town publication, accurately reflecting the needs and interests of small-town families, *Grit* enjoys the wholehearted loyalty of its audience. And national sales figures prove that this loyalty extends to products advertised in *Grit*.

And *Grit* does all this for so little. The price of a single full-color page in *one* of the major mass magazines can get you a year-long, big-space *Grit* campaign. And a year-long, big-space *Grit* campaign can get you a far brighter sales picture in 16,000 thriving, prosperous small towns across America. There's not a better buy on the market . . . or a better market you can buy!



Grit Publishing Company, Williamsport, Pa.
Represented by Newspaper Marketing Associates



PROBLEM: How to get sales appeal in your shipping container without the cost of three-color printing.

SOLUTION: International Paper's new *pastel* Gator-Hide® linerboard gives you *three* colors with two-color printing.

THIS DISPLAY container was made with two-color printing—on one of International Paper's new Gator-Hide pastel linerboards.

These amazing new linerboards are the lightest and brightest you can get without printing color on expensive bleached board.

They are typical of the wide range of fine linerboards available to you in the famous Gator-Hide series. Their

purpose: *better* packaging at *lower* cost.

Other examples include non-abrasive boards, release-coated boards, weather- and slip-resistant boards and highly printable coated linerboards.

But our work goes beyond the creation of new boards. Packaging experts in our Container Division study the special needs of *your* product. They start with the best materials for the job. And then turn them into rugged—yet light-

weight—shipping containers that deliver your product in *top selling condition* at minimum cost.

International Paper can provide you with paper packaging that is designed—from the *very beginning*—to suit your product.

Call any one of our twenty-two Container Division plants. Or contact your boxmaker. He has probably been doing business with us for years.



INTERNATIONAL PAPER

NEW YORK 17, N.Y.

Manufacturers of papers for magazines, books, newspapers • papers for home and office use • converting papers • papers and paperboards for packaging • labels • folding cartons • milk containers • shipping containers • multiwall bags • grocery and specialty bags and sacks • pulps for industry • lumber, plywood and other building materials

why paint just the town?



Compare
these SE
Markets!

the Charlotte TV MARKET is First in the Southeast with 651,300 Homes*

The way some people talk about covering city populations, you'd think the folks in the counties don't count.

The Charlotte City population is a fair two-hundred thousand *but* the Charlotte TV Market population is a wallop first-place 651,300 homes!

We'll add modestly that the WBTV bucket covers 55.3% more TV Homes than Charlotte Station "B." **

CHARLOTTE
651,300

Miami
569,300

Atlanta
549,800

Louisville
423,800

New
Orleans
379,400

Richmond
268,800

WBTV

CHANNEL 3 © CHARLOTTE / JEFFERSON STANDARD BROADCASTING COMPANY

Represented Nationally by Television Advertising  Representatives, Inc.

* Television Magazine—1961

** ARB 1960 Coverage Study—
Average Daily Total Homes Delivered

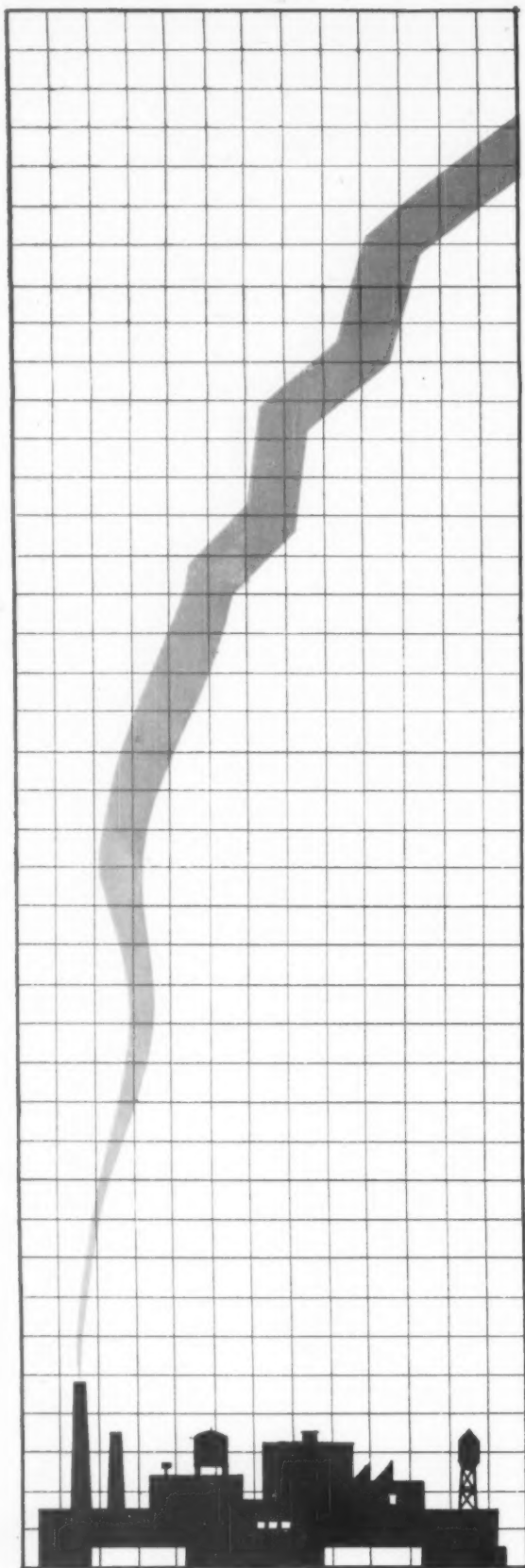


JULY 21, 1961

REPORT TO PRESIDENTS

on marketing policy and planning

This is Sales Management's first special report to chief executives. In every company and every industry marketing is becoming more and more the axis—the primary weapon of competition, the keystone of growth and profitability. Although no two companies ever have exactly the same problems, or would choose to solve them in exactly the same way if they did, certain long-range marketing questions are faced by all: crucial questions of manpower, product strategy, promotional philosophy; questions of the roles that must be played by the chief executive and his corporate lieutenants; questions, indeed, of the very status of marketing itself within the company walls. Answers to these questions will not come automatically, nor will they come easily. But they must begin to come soon if profitable progress is to continue. It is toward this end that this issue of SM is directed.



the big change ahead:

Transition to a **MARK** Company

As marketing grows and requires more management time, and as production becomes more efficient and less of a management headache, the marketing-oriented production company will become the product-producing marketing company. But when this will take place depends on decisions you are now making daily.

The function of marketing is still growing within the corporate organization, and it will continue to grow for some time to come. Business has come a long way since the day when most corporations were production-oriented manufacturing companies. The swing to the customer-minded philosophy has brought the marketing-oriented manufacturing company into full bloom today.

But the march of marketing is destined to go on, to pass this phase of corporate organization. Sometime in the future it is inevitable that the

ETING

business society will be based on the apogee of the so-called "marketing concept," the **product-producing marketing company**.

While it is true that this total emergence of marketing is essentially an evolutionary process, it is also true that every company, every industry will arrive at this point at a different time. Indeed, there are but a few companies today which are truly close. The speed with which this process occurs depends a great deal on the way day-to-day management decisions affect the status of marketing within the individual corporation. Therefore, it is essential that no such decisions be made which do not correspond to the long-term organizational objectives of the company.

These long-term objectives must of necessity be the "marketingization" of the entire company, the building of the whole organization around a marketing framework, rather than the manufacturing framework which is the typical corporate skeleton today. Essentially, this is why:

As the marketing function grows and becomes more inclusive, the non-marketing functions simul-

taneously but independently become less demanding of executive time. Thus, as the expanding marketing department requires more of a "general management" structure to keep its many parts together, the over-all corporate general management will be turning its attention more and more to marketing. Eventually, the two will overlap to the point of total combination. (To eliminate confusion, the term "corporate," as used here, refers to both the integrated total company and the semi-autonomous division in a decentralized company.)

First, how the marketing function grows:

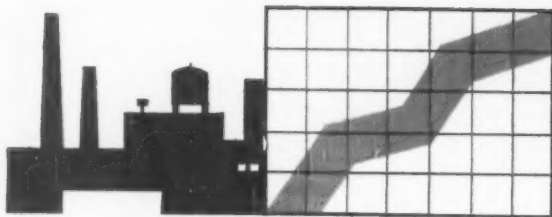
Not so very long ago "marketing," as a single operation, did not exist in the typical corporation. The sales department was separate from but equal to finance, manufacturing, engineering and what not. Advertising was an independent company service orbiting somewhere in the administrative circle. Product planning was a function of manufacturing or engineering. . . .

Today, marketing exists as an umbrella designation covering an operation made from (1) the old sales department; (2) functions transferred from other areas of responsibility, such as product planning, public relations, distribution, product service, advertising, and so on, some or all of which are now considered part of marketing's job, depending on the individual company; and (3) new functions created by the emergence of marketing, such as marketing research and marketing administration.

► As time goes on, marketing will encompass more and more of these component parts. In some companies today, marketing has jurisdiction over product service but not physical distribution, or vice versa. Eventually, marketing will nearly always include both, along with the many other duties that are today sometimes, but not always, included in its sphere. (Although today some companies technically separate sales and marketing, or marketing services, the heads of both operations usually report to the same individual, making the separation more one of convenience than of actual effect.)

While marketing is getting broader, it will also get bigger. Very large proportionate increases will be made in sales, research, and training staffs, and other areas of marketing can be expected to grow at least somewhat larger.

(turn page)



Transition to a Marketing Company

(continued)

Marketing, therefore, becomes even more of a giant than it is today. To control this giant, to make it work effectively, will require a growing management team. In fact, managing a structure composed of a sales department, a marketing services department, a marketing administration department and so on, with each department something of an umbrella covering several functions of its own, requires an organization very similar in composition, and not much smaller in size, than the general management of the corporation itself.

Meanwhile, as this marketing operation grows, the other once-equal corporate divisions will be independently shrinking, at least in the amount of general management they require. Already, of course, they have shrunk insofar as they have lost a few of their traditional duties to the marketing side of the fence. But the big changes are only now beginning.

Because most companies today are basically and essentially manufacturing operations — no matter how customer- or marketing-oriented they may be — the most significant changes will come from that direction.

It is equally understandable why the typical company today is production-centered—and why it will change. In a young industrial economy, the traditional problem has been to produce enough. This problem exists in many parts of the world today. Except for wartime, this country has been over that problem for some time. So far over it, in fact, that at the end of last year our production facilities were operating at only about three-quarters of capacity. Clearly, no matter how much the future demands, the American manufacturer (with a few exceptions, of course) faces the relatively simple problem of predicting or keeping up with demand, not with catching up.

But, even if this country is able to out-produce and out-market other industrial countries, one big,

glaring problem remains: operating efficiency. And this profit-robbing thorn in production's side grows even more acute as non-manufacturing costs continue to soar.

But this problem, too, shall pass. Today and in the next few years industry will spend every available cent for plant modernization. It has to, for it is fully aware of the fact that today's competition from foreign markets is nothing compared to what it will be when industry in other countries approaches our level of productive capacity and marketing skill. In addition, it is generally agreed that plant efficiency holds the key to relief from the dehydrated profit margins that have been causing bigger and bigger headaches.

This problem won't be solved easily or quickly. Automation must bear the brunt of the load, and this immediately points up the problems of systems development and labor realignment. And until these problems are solved, manufacturing will continue to enjoy top billing among top management interests.

Eventually—and it's bound to happen—the typical manufacturing company will be making full use of programmed production systems, assembly-line-to-consumer or -dealer deliveries (with virtually no time in inventory except what is spent in transit), fully computerized scheduling, and a drastic reduction in the number of blue-collar workers.

► Eventually, then, operating efficiency also will become a problem of keeping up rather than catching up. And, as volume has already, it will tend to fade from the status of a top management problem and be left to the lower-echelon experts.

And, although the other departments besides manufacturing and marketing — finance and accounting, engineering, administration and what have you — require relatively little of top management's energy on a day-to-day basis, they, too, will fade further into the background, due to the wonders of electronics and the increasing technical competency of their executives.

When that happens, the one big problem, the never-to-be-completely-solved problem which will be standing naked for top management's basic consideration will be marketing.

The top management team will be primarily concerned with marketing. The huge, high-level

(continued on page 103)



Tomorrow's Demands For Marketing Talent

A crystal ball would help in forecasting the changing needs in marketing manpower. Today a company must have specialized product planners, researchers, administrators, manpower developers—not to mention a new breed of salesman and advertising expert. Examine these vital needs; will you be able to meet them?

By JOHN A. SPENCER
Manager-Marketing Personnel Development Service
Marketing Services
General Electric Co.

Sales Management JULY 21, 1961

The successful marketing and sales organization of the future will have to develop a reservoir of increasingly sophisticated and talented personnel.

It will have to combine a variety of talents and functions—not just salesmen or advertising and sales promotion experts, but researchers, product planners, administrators, product servicemen, and skilled developers of marketing personnel.

The complex problems involved in planning and developing these different types of marketing manpower are many: They require an examination of the work of marketing; an understanding of the changing and growing requirements for the many types of marketing work; a knowledge of the quality and quantity of people who are going to have to do this work; and almost a crystal-ball ability to forecast and plan for long-range manpower needs.

In short, these demands call for a long, hard look at the problem of acquiring and developing the breadth and depth of manpower needed for marketing in the sixties.

► The manpower development problem exists in small and large companies alike. To forecast our needs at General Electric, each year we ask the heads of our many marketing components to give us details of the assigned work of their present manpower, broken down by about 15 different work classifications, and then to estimate their manpower needs one and five years ahead.

For instance, we now have about 15,000 marketing people. By the middle of the sixties, we estimate that about another 4,500 marketers will be required. During this period, normal turnover would run about 5% per year, for a total of about 4,000 people. That means that General Electric's total new manpower requirements for the middle of the sixties is about 8,500 marketers.

There's another dimension to this manpower forecasting. It relates to the percentage increases in the number of people required to do the different kinds of marketing work. Our most recent marketing manpower survey indicates the following percent increases forecast in the number of people who will be needed by the mid-sixties in each of our marketing functions: marketing research—58%; product planning—43%; advertising and sales promotion—28%; marketing



Tomorrow's Demands For Marketing Talent

(continued)

administration - 23%; selling - 22%; product service-8%; personnel development-35%.

Such estimates, obtained over quite a number of years, have taught us to view manpower forecasts with a somewhat jaundiced eye. It isn't that we are questioning the validity of the estimates per se, but the ability of any of us in industry to forecast the future with accuracy is something less than sensational.

Marketing Manpower Planning

One of our major recent research projects has been to develop a comprehensive marketing manpower planning technique. This program has matured into a Manpower Planning Guidebook of fairly substantial proportion.

One of the first truths which emerged with great clarity is the fact that you can't really plan for manpower until you have established a long-range plan for your business. You obviously can't even think about manpower requirements until you decide where you are trying to take your business, what products you expect to sell, how many of them, what channels of distribution will be necessary, and on and on ad infinitum.

Hence, our manpower planning technique starts with Phase I—**focusing on the future**—with a review of marketing and business plans. Among others we suggest that a company department answer these questions first (and I have picked just a few of the questions at random):

- In what direction is the total industry market going?
- What effect will anticipated economic conditions have on the industry?
- What will be the impact of foreign imports?
- What product developments are planned?
- What is the time schedule?

- What competitive actions are anticipated?

These kinds of decisions are obviously difficult to come by and involve the hardest kind of work of all—getting the business plans down on paper.

Phase II of our checklist for manpower planning now suggests an analysis of **current manpower utilization and effectiveness**. We stress the fact that there is no virtue in planning ahead from an unsound base; we suggest a review of the work itself to determine its essentiality. Work simplification techniques are recommended. We ask for "another look" at the design of the individual job assignments and how they are set up organizationally. The careful appraisal of present manpower is then matched against the work to be done.

Only now can the final Phase III—**long-range manpower planning**—begin. Using the long-range marketing plans as the guide, and working from the base of our present refined marketing organization, it is now possible to identify our future needs. We should now be able to specify what new kinds of skills will be required, and positions that will be established or eliminated. Many specifications can now be determined for the different kinds of marketing work, and a preliminary schedule prepared for recruiting and developing the necessary personnel. Here our guide includes procedures, checklists, and working forms, all suggested as a means of facilitating this most important step in the planning process.

Changing Requirements of Marketing Work

Careful analysis is necessary to identify the new and changing requirements of each phase of marketing work. As the work itself becomes more demanding and moves into new and different areas, our manpower planning must keep pace. It is necessary to examine continuously the com-

petence, versatility, and adaptability of our present personnel to establish the dimensions of the training and personnel development job that lies ahead. While the following comments primarily identify our own training needs, they may well apply to most of industry.

Marketing Research—Here we find a considerable degree of professionalism and evidence of increasing resourcefulness and scope of investigation. One of the basic problems is the relationship between the marketing research specialist and his marketing management. In the early stages of this relationship the manager not only feels, but probably shows, his frustration when he learns that the "simple answers" which he needs take some time and some money to produce.

The second stage of this relationship is one of increased confidence and realization of the pay-off to be received from ample time and resources to do a creditable job.

The third stage (maybe the millenium) comes when marketing research is able to predict and be ready with answers to the questions currently asked. This climate requires mutual trust and growth. For instance, one day soon marketing management will be overwhelmed by the problem of the disposition, handling, and sales of used appliances. Here is a problem the appliance industry has not come to grips with at all, although the problem is suspended over our head like the traditional ax. In this sort of circumstance, the trusted and competent marketing research organization will have an answer ready when the question is asked.

Additional, more specific comments follow:

1. There is a tremendous amount of very good marketing research now being carried on in the very fundamentals of the field. The professional here must work doubly hard in keeping up with the reading necessary to know

what's now available. The first requirement of the job might very well be "know the literature."

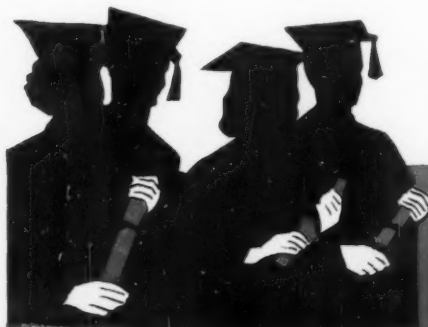
2. There is still too much of a feeling that marketing research can be accomplished by "almost anybody." The business is full of ex-salesmen on the one hand, and ex-accountants on the other. There is a crying need for professionalism — recognized, sought, and appreciated.

3. An extensive variety of research projects may be undertaken. The real challenge, which will contribute most to the success of the business, is to know which research project to pick. Training in the development and application of criteria for selection and control of the research program is greatly needed.

4. In studying the market and sales outlook for their products and serv-

ices, marketing researchers must increasingly appraise not only their direct competition producing similar products, but also the functional competition from alternative ways of meeting the customer's needs. For example, a manufacturer of glass containers is concerned with containers made of steel, aluminum, plastics, etc. This will require additional training in the economic and technological an-

(continued on page 107)



Colleges Alert to New Challenges

Since most of us rely upon the college as our source of manpower, let's consider the contribution which we can expect here in preparing young men for the marketing challenge.

To be perfectly frank, we won't get much more than good basic raw material from most undergraduate programs.

It is possible for the student to take a marketing major in the business administration program of many schools and universities. However, the scope of marketing is so broad that courses available can do little more than scratch the surface.

Many of us in industry whose products are highly technical must rely on engineering schools for much of our manpower in marketing. In General Electric, more than 6,000 of our 15,000 people in marketing are engineering graduates.

Here, we in training and education have a real challenge. The engineering curriculum in most instances includes nothing whatever on marketing, and has only recently begun to leaven the loaf with some of the humanities. When we induce the engineer into marketing work, particularly in sales and application engineering, he usually brings only his God-given sense of relations with his fellow man in addition to his technical education. Typically, he doesn't speak well; he doesn't write well—his communications talents are pretty meager. Sometimes, too, he feels a little guilty for leaving the lofty atmosphere of research.

The graduate school of business takes the student much further into the complexities of marketing as we must face it, and here we are greatly encouraged

by the depth and breadth of curriculum development.

We recently asked several of our good friends, who are prominent on the faculty of graduate schools of business where we recruit, for their prophecies of developments in marketing education in the sixties. Their comments make it clear that the academic world is fully aware of its responsibility to adjust its marketing curricula in anticipation of changes.

Here are some of the techniques and skills now recognized as being needed:

1. A broader approach to marketing research which will use the teachings of the behavioral sciences to help understand the intricacies and complexities of the customer buying action.

2. Sufficient knowledge of the computer as a marketing tool so that marketing knowledge, now considered of a qualitative nature, may be quantified.

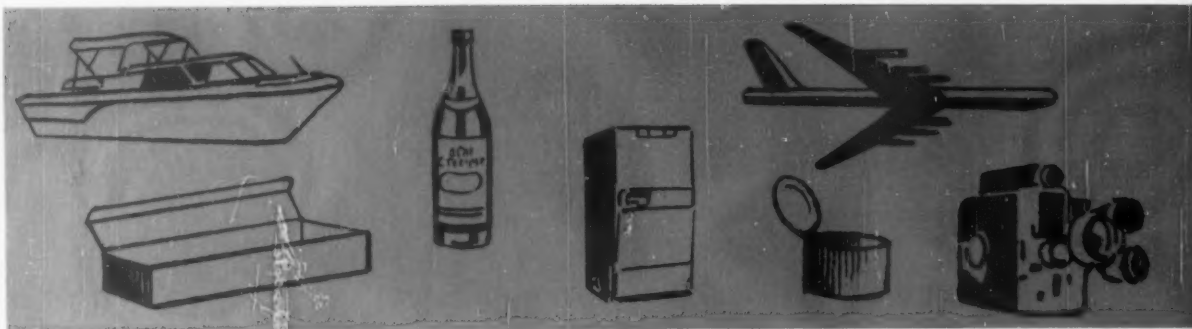
3. A continuing need to innovate and spark creative marketing ideas.

4. An improved understanding among marketing men of the interrelationships of marketing with the other major functions of the business.

5. Greater understanding of the techniques of communication and its motivating influence.

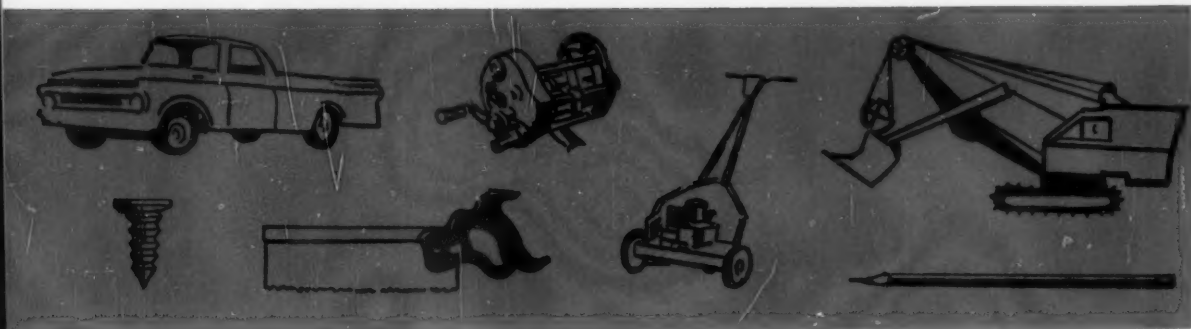
6. Better methods for measuring the effectiveness of marketing expenditures in contribution to profit.

7. Greater skill in designing effective marketing organization structures to integrate marketing's activities into maximum impact.



Does It Make Any Difference What You Sell?

Can Westinghouse sell food? Can Procter & Gamble sell soft goods? Probably not, but they can undoubtedly stretch their product and corporate images to include plenty of new lines. It pays to learn what the limits are — what must be done to stretch marketing limits.



The butcher and the baker may find themselves working under the same general marketing management with the candlestick maker if present marketing trends continue. At least that's the direction of the marketing-oriented companies. They're looking for markets, not products. There are still quite a few of the old-style manufacturing firms around in which production or distribution or purchasing or accounting or engineering is making the decisions on what should be sold, where, and at what price.

Does it really matter what you sell? —if you're organized to sell at every level, and if management is marketing management? It does matter, but the "how" matters much more than the "what."

Hard goods industry after hard goods industry still announce proudly how they're going "Detroit" in styling and engineering. These companies are so product oriented that they imagine toying with the superficial aspects of the product will solve their basic marketing problems.

A venerable manufacturer of a broad line of farm equipment recently announced vast redesigning and broadening of its entire line of farm and industrial equipment in the "Detroit" vein. Tractors would be available in a variety of 2-tone colors, with modern styling of hoods and headlights. Dealers were given a razzle-dazzle of lavish, breath-taking displays of equipment in a series of trade shows held in exotic locations. These same dealers bought in huge amounts (or, to use a more accurate term, "were loaded"). Did they have cash? Never fear, a generous dealer credit program was available. This firm would not simply follow Detroit in styling and engineering, but in distribution patterns as well.

Another farm equipment manufacturer, Minneapolis-Moline, recently hired an ex-marketing executive with a background in fountain pens, cosmetics, drugs and appliances to be its company president. From earliest indications it seems that a very wise choice was made. This company has been through a long series of receding markets and sales. Wisely it turned to cost-cutting, fat-cutting procedures to get back on sound financial ground. But this phase was over. Any additional cutting would mean severed muscles. Luckily it has turned to a marketing approach to lead it into better sales and better profits.

► One of the first official acts of Minneapolis-Moline's new president, Edmund F. Buryan, was to change the corporate name. Actually this company manufactured products in the fields of electronics, industrial power equipment, power tools, but it was known as a manufacturer of farm equipment. The corporate name is now Motec Industries. Ed Buryan wants it made clear that his company is not tied to any single industry.

"When I want to talk to somebody about electronics or manhole covers, he won't keep changing the subject to farm equipment," says Buryan. "That's what happened whenever I was introduced to somebody as the new president of Minneapolis-Moline. We've got to think in terms of markets. We've got to find new markets."

"Minneapolis-Moline will still be in the farm equipment business; Mobilift is in materials handling; Mopower is in construction equipment; Mohawk—foundry and forge; Mocraft—power tools; Moelectronics—electronics systems, and so on. There are ten divisions and these will be all under Motec Industries."

What are Buryan's immediate marketing goals? "To cut seasonality we will diversify products that can be manufactured with existing facilities. Our iron foundry can make manhole covers as well as plowshares [and in fact is now doing this]. We will not try to make every conceivable variety of farm equipment. We will make the things we make best and improve them. We will not try to meet John Deere or International Harvester head on."

"Eventually we will be much less dependent on the farm equipment business for our revenue. We are now about 76% in farm equipment. Soon, in the next couple of years, we should cut this ratio to about 50% farm and 50% other product lines. Eventually it may swing completely around to where farm equipment is a smaller proportion of our business. We love the farm equipment business, but we also love markets. We are out to develop them—in consumer fields as well as industrial."

Even the very large producers of certain basic materials, such as paper, steel, copper and glass, have been forced of late to think in terms of markets. With the competition of plastics, paper companies, which had been accustomed to thinking of their product as a basic need, discovered that the customer had a choice and did not always choose paper. Some of these companies were quick to get into plastics themselves. Manufacturers of cans formed plastic and glass subsidiaries.

But, until very recently, few of these manufacturers of raw materials or their converters realized that they were in the packaging business, that the market in which they were selling a great deal of their material was for

(continued on page 115)



CONVAIR 240 is typical of ex-airline planes in corporate service. Sold new at about \$200,000 in late '40's, they are worth as much or more today.

How to Get Business Off the Ground

service would read like a thick mail order catalogue. They range from secondhand 2-seaters to the luxurious new propjets and jets like the Grumman Gulfstream (\$1,300,000) and the Lockheed JetStar (\$1,366,000).

And there are plenty of ex-airline planes in corporate service. There are, for instance, the big (40 to 52 seats in commercial use) Convair 240's, 340's and 440's, about 80 of which are believed to have found their way into business service. And, of course, the famed DC-3, originally a commercial plane, is still the nucleus of many corporate fleets.

The other piston-engine planes round out the picture: older executive aircraft, small commercial-private

General Motors owns and operates 23 company airplanes with a market value of about \$7.2 million. United States Steel lists 12 aircraft with a value of \$8.5 million. Chuck Sargent, a Modesto, Cal., used car dealer, flies one Beechcraft Bonanza, worth whatever he could get for it. In addition there are about 30,000 other corporate aircraft worth in the neighborhood of a billion dollars and owned by thousands of companies of every conceivable size and description.

Some of them, especially the sleek new executive jets, are flown by uniformed, executive-type pilots earning over \$20,000 a year. Some are flown by pilots who double in brass in the shipping room or factory between flights. And more than a few are operated by company presidents, high-level executives or, very often, salesmen, many of whom are ex-military pilots with flying in their blood.

A rundown of the kinds of airplanes in corporate

COMPANY PRESIDENT, Allan D. Lynn of the Bonnie Dog Food Co., checks an engine on his Piper Apache prior to taking off for tour of grocery buyers.





NEWEST THINGS in executive travel are small jets like this 500 m.p.h. Lockheed JetStar. Going price, without extras, \$1,366,000.

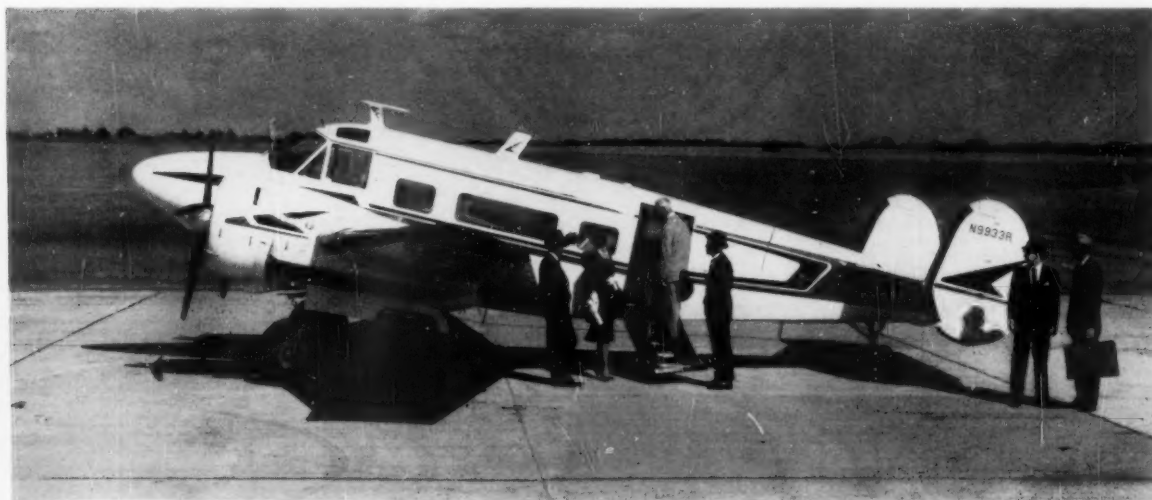
types, and even a variety of converted bombers such as the B-17 and B-26.

This predominance of propeller craft presents a bit of a problem for the corporate fleet. Up to now, there have been plenty of planes in the \$200,000-\$800,000 range. All have been fairly large, and, when converted to luxury business use, could carry a dozen or so people in real living room comfort.

But today the piston-plane production lines are gone forever, and those planes now in service, hardy as they may be, have to wear out sometime. It appears, therefore, that in as little as ten years' time the choice open to the business plane purchaser will be either a smaller plane in the up-to-\$200,000 class, which will

seat six or seven people in compact fashion, or a better-than-\$1-million jet plane with spacious accommodations for a greater number of travelers.

One other possible solution is just appearing: The small planes may get more expensive, and close the gap in that way. Aero Commander, Inc., has recently announced a new small jet that will compete with the airlines' in speed but still have the smaller capacity and short takeoff requirements of today's medium-size twin-engine planes. It will seat eight people (including two crew members) in an in-line, or conventional, arrangement, or four or five people in an "executive configuration." Selling for \$475,000 without extras, it will be roughly in the same class (as



BIGGEST BEECHCRAFT is this Super G 18, nine place transport with thousand mile range. Basic model price: \$132,000.

How to Get Business Off the Ground

(continued)

OPPOSITE THE JETS on the business plane scale are 2-seater "personal" planes like this Cessna 150. They often take the place of the company car.



far as the jobs it will do) as the company's own Aero Commander series (up to \$113,500) and the bigger Beech planes such as the Super G 18 S (\$132,300) and the Queen Air (\$126,000).

The helicopter presents another "new frontier" in business flying. Although most people would probably prefer to forget the glowing predictions of the forties which had the helicopter replacing the family car, the helicopter is showing signs of coming very alive as a means of business transportation.

Admittedly, it has a high initial cost (a 4-place Hiller "flying station wagon" costs about \$70,000 for the basic package) and a fairly high operating cost, especially for an aircraft of its speed (few small 'copters will cruise at over 125 mph) and range (the Hiller lists 225 miles as maximum without accessory fuel tanks). Generally speaking, a conventional airplane in the same price-neighborhood should fly close to halfway across the country at nearly double the speed of a helicopter and carry two or three more passengers.

But the same versatility and "fringe benefits" that have made the helicopter famous for police work, rescue, firefighting, construction, and so on, promise to make a good place for it in the business world. Its elimination of the need for an airport, its ability to fly easily from home plant to customer's parking lot, or from plant to plant in spite of extended distances, lack of airports or labyrinthine cities make it ideally suited for such work in sprawling, traffic-choked metropolitan areas, places where important customers are five or six auto-hours apart and where one salesman must cover a huge territory and kill most of his time on the road.

The advantages of a helicopter for giving prospects a close look at construction sites or other big installations, for being able to hop from place to place within

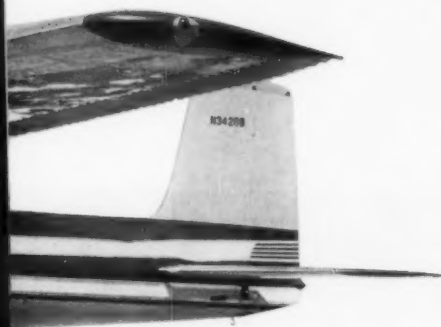
a sales district at a moment's notice, and so on, make it almost required transportation under certain business conditions. Now, with the big Cessna dealer organization behind that company's new 4-seater Skyhook, the helicopter is sure to get an even bigger push as a business aircraft.

Although every year shows fewer and fewer companies able to count themselves as non-owners of airborne transportation, it is difficult indeed to find a company which can give dollar-and-cents reasons for owning an airplane.

Of course, certain companies can justify private air travel on a cost-accounting basis. If executive salaries are added to the cost of commercial airline tickets, and if the executives in question travel enough, corporate-owned aircraft will always win out.



'SKYHOOK,' recently introduced by Cessna, promises to give a substantial push to the helicopters-in-business trend.



TEN NEW YORKERS debark from Victor Adding Machine's luxurious Convair 440 for a tour of the company's Chicago plant. Victor finds plane and tour help sell product quality.

Similarly, if company headquarters is located in a city that is only nominally served by commercial airlines, and it becomes necessary to depend on few-and-far-between hedgehopper flights to bigger air terminals in major cities to put executives in contact with the outside world, it is generally more than justifiable to support private air transportation.

And there are cases where an airplane may mean the absolute difference between keeping and losing a big account. The sales engineer, for example, who sells equipment to oil drillers in the desert must be able to supply a replacement part as quickly as possible in the event of a disabling breakdown.

Some companies have found that in their lines of work a few salesmen with airplanes can do the work of several times as many with automobiles. If the

costs break out right, the fleet of aircraft may indeed be the more economical answer even though new salesmen would need flight training.

But pure economics will only serve a small percentage of corporate aircraft owners. Dr. Karl M. Mayer, Senior Economist for Lockheed's Georgia Division, reports after long study that for every one company that is able to buy an airplane on the basis of cost, five are able to justify one on value.

"The top executive who summons his accountants to determine whether or not a plane is justified will probably never get one," says Dr. Mayer. "After all, it is always cheaper to walk."

Value in an airplane is something like value in advertising. With some exceptions, it is very difficult to

(continued on page 118)



VERSATILITY of medium-size aircraft for some business activities is demonstrated by on-the-spot landing of this Aero

Commander 560. Although current Commanders range in price up to \$113,500, jet model will cost several times that.



What Ten Top Execs Demand

How do marketers rate those much-touted agency services? Some wish they were confined to good old basic advertising; others want service all the way from market research to participation in sales meetings.

The role of the ad agency in today's complex marketing structure has become a source of much confusion. It represents one of the most dynamic of business activities, and has changed so much in recent years as to defy comparison with its earlier counterpart.

Once devoted solely to advertising activities, the modern agency now confronts the potential client with a perplexing array of services — from market research to sales training — all ostensibly designed to help him market his product more efficiently and successfully. A few years ago, when this trend began to take shape, some astute observers suggested changing the title to marketing agency. Today there exists a great deal of controversy over this gradual change in Madison Avenue's function.

Solid arguments can be advanced in favor of the more marketing-conscious agency. The pressures of the modern market place demand that company and agency activities be more closely coordinated than ever

before. Competition moves fast, and time lost between marketing decision and advertising program can prove fatal. Most companies now work so closely with their agencies that they expect the ad men to attend their sales meetings and, on occasion, even give talks to the salesmen.

Few companies, with the exception of the largest, can afford to maintain a permanent staff of specialists to handle all aspects of sophisticated marketing programs. Since they must use outside sources anyway, it seems reasonable to get the services through an organization that is already thoroughly familiar with their products and marketing problems, one which can quickly integrate the results into an advertising program.

On the other hand, just how effective these agency-initiated services are is a question that has bothered more than a few marketing men. Under the pressure of increased competition for accounts, some agencies are not above offering services that they are not fully equipped to pro-

vide. This expedient window dressing to attract clients has in the long run lost customers and soured advertisers on all services offered by agencies, legitimate or otherwise. Indeed, what appears to be a slight reversal of the trend could very well be due to such advertiser disillusionment.

But marketing men are not free from guilt either. Bargain-hunting practices and attempts to get the best "package deal" often exert such pressures that the ad men must offer something fast, or drop out of the running.

How Marketers Rate Services

Sales Management interviewed ten leading marketing men to find out how they felt about advertising's changing role. Their respect, or lack of it, for an agency-proffered service is one measure of its value. We wanted to find out how much these execs relied upon extra advertising services, how often they used them and, what is probably more significant, how they wished to pay for them. . . .

of Their Ad Agencies



J. A. McNay, V-P, Marketing, Electric Storage Battery Co.

Among the most outspokenly critical of the traditional function of the advertising agency is J. A. McNay.

"I even dislike the term advertising agency," he says. "I prefer to look on the agencies that serve us as marketing counselors. I don't want only the graphic arts and brokerage abilities of my agencies working for me; that's only the mechanical side of it. I want all the creative effort these people can put into the planning of a marketing program. And above all, I want to be able to consult with them on any problem I think they might be able to shed light on.

"With the exception of sales training and sales promotional materials, there are very few areas in marketing that I don't consult them about.

"For public relations and publicity they're helpful at the planning stage. As far as the implementation goes, they may or may not be called in.

"The same is true of market research. I don't necessarily want my agencies to carry out programs. I'd actually prefer an outside group for that. But I do want them in on the initial planning. The agencies can also be helpful in outlining a product testing program and in selecting people to do it. However, I wouldn't want them to implement it because they know the products too well and might bias the results."

McNay prefers to pay for this counseling on a fee basis. In fact, his support of a general fee system versus commission is strong. "The

commission represents a hidden potential risk that the people in the agency might be influenced in their space buying habits."

He also frequently questions his agencies' media recommendations. "There is an unintentional tendency to balance out media allocations within an agency without regard to the companies served. I like to second-guess them by ferreting out recommendations on my own. I also watch for recommendations from the agencies serving our subsidiaries. I find I can often take advantage of lower rates for quantity insertions by coordinating the subsidiaries' choice of media."

On advice to companies seeking new agencies, he says, "I would look first for creativity that enables an agency to develop ideas in the whole field of marketing. I wouldn't ask for a presentation either. I don't want to see a trained seal act. I want to look at the agencies' case histories of advertising campaigns to see what marketing problems they encountered with other companies and how they solved them. And I also want to interview the people within an agency who would actually be handling the account.

"The last thing I look for in an agency is the facilities for the mechanics of advertising. I want counsel; I want to find a partner in marketing."

(continued on next page)

What Ten Top Execs Demand (continued)



Louis Laun
V-P and Director of Marketing
Celanese Fibers Co., division of
Celanese Corp. of America.

Louis Laun stresses the need for the closest kind of cooperation between Celanese Co. and its agency. In fact, the agency head frequently gives talks at sales meetings to help outline the marketing and advertising program to the company's salesmen.

"While the basic function of an ad agency is still one of advertising," Laun says, "we expect the agency to have a thorough knowledge of our field."

"Our company is large enough to maintain specialists for most marketing problems, and consequently we have little need of outside help. We have our own product publicity for example, but we sometimes like to supplement our efforts with those of the agency team. One company can't be expected to possess all the necessary skills and knowledge, and there are times we like to extend our reach."

"Celanese has its own market research department, too, and we carry out research through the internal group. But we may want to talk with the agency before we actually go to work. Packaging design is done internally, but there are times when we want to tie it in with a promotion or create a new trade-mark; then we will call in the agency people."

"Payment for such help is an entirely relative matter. If an account billing is large enough, the profits from the commission are enough to cover many services that the agency is only too glad to perform. But there certainly are times when extra expenditures are necessary, and the advertiser who expects to get first-rate service, free, is not being very realistic. This must be underwritten in some way, and whether it's on a fee basis or through commission on the artwork makes little difference. We happen to pay more frequently through commission."

"But the most important single element in our relationship with an agency, in addition to creativity, is its ability to work closely with us and to become thoroughly familiar with our products and our markets."

► "Textiles are quite different from consumer package goods. You can sell the same can of coffee to every American housewife, but you can't sell the same dress. That means we must run tremendous numbers of ads and launch many campaigns, not only for our dress manufacturing customers but for those that make blouses or shirts or draperies. Our agency must be able to advertise not only to consumers but to retailers, cutters, converters, mills and others. And it must do so with taste."

"With all these conditions we demand a great deal of attention from our agency. For that reason we prefer to be among the largest accounts in the agency. Our other criteria are efficiency, good taste, fashion sense, the ability to anticipate deadlines."



Philip L. Bondy
V-P, Sales and Advertising
General Cigar Co., Inc.

While emphasizing the traditional function of the advertising agency, General Cigar uses few of the additional services its agency can provide. As Philip Bondy points out, "Marketing services can be helpful, but they should never take precedence over the agency's function. Our agency does have a fine marketing division, and consequently we do take counsel from them on market research."

The company also relies infrequently upon public relations and publicity, but all other services are taken care of within the company.

Regarding compensation for the skills he does use, Bondy prefers the fee system. "An agency's primary job is to prepare advertising and select media. If its commission is utilized for other services, the client is weakening its efforts in a vital area."

In looking for an agency, Bondy reviewed case histories. He asked for a presentation only after a "study of their efforts and past experiences with other clients."

The most important criterion was "creativity." As to what else he expects, Bondy states, "The client has every right to expect the very best from its agency . . . to demand constructive thought, fresh ideas, originality and the highest degree of competence. But the client must also give something in return — he must give concrete direction and a consistent point of view."

(continued on page 53)

ANNOUNCING

...a new kind of publication.

A professional publication for scientists and engineers covering the entire spectrum of science and technology applicable to industrial progress...a unique technical information service providing cross-communication between the scientific and engineering specialties...an ideal environment for advertisers with a product, a concept, a capability.

See it come to life in the prototype issue, August, 1961.

INTERNATIONAL

SCIENCE AND
TECHNOLOGY

CONOVER-MAST PUBLICATIONS, INC. 205 E. 42nd STREET, N.Y. 17, N.Y.

Advertising dollars are "on target" in "U.S. News & World Report"

MORE AND MORE advertisers are concerned with customer research in terms of *their* markets and *their* customers. They want answers to questions like these:

How big is my market—just how many customers or potential customers can I cover with my budget?

What qualities do these customers have in common? What sets them apart from non-prospects?

How can I most effectively and economically get my messages before them, and across to them?

Much of the market research effort of "U.S. News & World Report" has concentrated on answering these basic questions for advertisers. Based on research among buyers and owners in both business and consumer markets, the information shows that these customers are mostly the higher-income and better-educated people, with responsible jobs in business or professional life.

The research also shows that of the 14 major magazines studied, "USN&WR" usually ranks first in actual buyers per advertising dollar, in market after market. This is why more and more advertisers are choosing "USN&WR" to spearhead their campaigns . . . why they consider it to be

. . . the most important magazine of all

COVERAGE OF IMPORTANT MARKETS, IN IMPORTANT NUMBERS, AT LOWEST COST

Known Buyers Per Advertising Dollar*

	"USN&WR"	Newsweek	Time
Owners and buyers of corporate stock	192	104	92
Business travelers by plane, train and ship	143	115	85
Customers for car rentals	61	48	27
Customers for vacation travel	198	138	114
Customers for new cars	123	84	84
Customers for new automobile tires	252	201	147
Customers for home air conditioning	53	32	20
Customers for hi-fi and stereo	137	108	61

*Source: "Survey of National Markets, USN&WR." "Buyers" are those who bought within 12 months and represent division of projected coverage by 1-time, 4-color page rate. The magazines studied are Better Homes & Gardens, Fortune, Holiday, Life, Look, National Geographic, New Yorker, Newsweek, Reader's Digest, Saturday Evening Post, Sports Illustrated, Sunset, Time, and "USN&WR."



U.S. NEWS & WORLD REPORT

America's Class News Magazine

Now more than **1,200,000** net paid circulation

Detailed reports or film strips are available on each of the markets listed above. Ask your advertising agency or call our advertising offices at 45 Rockefeller Plaza, New York 20, N. Y. Other advertising offices in Boston, Philadelphia, Pittsburgh, Cleveland, Detroit, Chicago, St. Louis, Los Angeles, San Francisco and Washington.

What Ten Top Execs Demand

(continued from page 50)



DR. JOSEPH A. COLEMAN
President
Maidenform, Inc.

Maidenform's approach is also traditional. The only extra service it requests is in the market research area, and only with regard to particulars, such as sales statistics. Promotion and merchandising services are occasionally important. However, the

company wishes to pay for even this modest assistance by separate billing.

Dr. Coleman has a lot to say about "creativity" and a "close working relationship between Maidenform and its agency." The company is unique in that it has had the same ad theme for some 12 years. But that does not mean that the agency's job is easy.

"A continuing campaign does not relieve the agency of demands for creativity; rather, the demands and challenges are more acute. Keeping the theme fresh and flexible is a constant problem.

"We need fashion alertness in our agency. The vitality and rightness of our 'dream' ads require a steady, fresh wind of new fashion ideas and alertness."

Some of his other criteria call for "marketing know-how and flexible research facilities," and for an agency big enough to be handling a variety of accounts, but not so big that it "might fall into routine thinking in a continuing campaign."



GEORGE A. WOOLFENDEN
Director of Advertising & PR
International Div., Burroughs Corp.

With 112 overseas markets representing 17 foreign languages to keep an eye on, the International Division's greatest concern is for servicing and coordinating of all its advertising activities around the world. Consequently, the primary consideration in the initial selection of its agency was world-wide service.

"We wanted an agency that is internationally represented," says George Woolfenden. "There are 22

autonomous subsidiaries spread all over the globe, 22 separate campaigns and 22 separate advertising budgets. I've got to keep track of them."

Local management's responsibility is to critically evaluate the agency activities, and while Woolfenden might encourage the use of agency services, he feels that local management is in a better position to decide when they are needed. Each company has a staff consisting of about 99% nationals. They know the taboos and the social customs of their own countries, and autonomy is encouraged.

"The problems and their resolutions are largely local," continues Woolfenden. "My staff offers counsel, but our principal concern is creation of the materials, prediction and coordination of supply to avoid duplication.

"The great benefit of using an agency with international representation lies in its ability to help me coordinate. I receive a quarterly report from the agency on the services they have performed for Burroughs, expenditures they have made (broken down by products), and what competition is doing in print media."

(continued on next page)

EFFECTIVE JULY 1, 1961

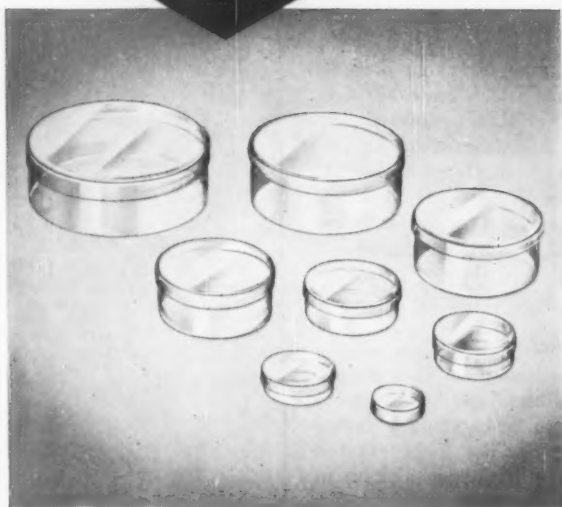
THE
SANTA ANA
CALIFORNIA
REGISTER

WILL BE REPRESENTED
NATIONALLY BY

KELLY-SMITH CO.

NEW YORK • CHICAGO
DETROIT • ATLANTA
BOSTON • PHILADELPHIA
SYRACUSE • MIAMI
LOS ANGELES • SAN FRANCISCO

From Celluplastics
The World's Largest Producers of
STOCK plastic
VIALS and
JARS . . .



plastic CYLINDRICAL TELESCOPE boxes

Inexpensive packaging for any small item. Products are well protected and completely visible. Order from stock in eight diameters— $\frac{3}{8}$ ", $\frac{1}{2}$ ", $\frac{5}{8}$ ", $\frac{3}{4}$ ", $\frac{7}{8}$ ", 1", $1\frac{1}{4}$ " and $1\frac{1}{2}$ ". Telescope boxes are pressure formed with .015" thick crystal clear butyrate. Custom formed pieces or fitments are available on special order.

These designed-to-sell Plastic Telescope Boxes are just one of thousands of Clearsite stock packaging items designed to sell *your* product and cut *your* packaging costs.

*We will be happy to send free samples.
Address Dept. D*

CELLUPLASTICS, INC.

A Subsidiary of Brockway Glass Co., Inc.
24 Commerce Street, Newark 2, N. J.

What Ten Top Execs Demand

(continued)



WILLIAM C. DURKEE
Senior V-P
Pepsi-Cola Co.

Pepsi only recently acquired a new agency. While Bill Durkee was interested in international representation, there were many other prerequisites his new agency had to meet that were more important to him.

"We looked for extensive research facilities using market and motivation procedures, a good field organization with fully staffed field offices to handle the local problems of our bottlers, and a lot of experience in consumer goods. We wanted an agency with prestige as well, one that would add to Pepsi's quality image and attract top outside talent."

As far as the agency's attitudes and philosophy are concerned, Durkee also has some concrete requirements. "There must be strong interest by top management in our account. It's our feeling that this interest supplementing a major agency's talent provides the difference that marks outstanding client-agency performance.

"On the personnel end, we looked for an able, creative team with strong personalities, people who are marketing-oriented regardless of their spot on the creative team. It was also important that the agency have sufficient people at all levels so as not to be swamped by Pepsi's demands for services, especially in the packaging area."

The Newest Criteria

Along with Pepsi-Cola, the following companies were recently faced with the problem of selecting a new agency. SM asked them what criteria they used and how they went about weeding out prospects.

(continued on page 56)

**YOU CAN
QUOTE ME...**

"RCA Victor distributors tell me they select the WLW Television Stations to advertise RCA Victor Color sets because they're among the Colorcasting leaders in the nation... with their Color TV engineering skills, wonderful Color programming, and Color selling power."

Jack M. Williams

Jack M. Williams, Vice Pres.
Advertising and
Sales Promotion
RCA Sales Corporation

I'LL SAY THIS...

"WLW Television Stations have gone all out to sell RCA Victor Color TV sets in the grand tradition of the Crosley Broadcasting group... covering store fronts and home fronts to really mean business for RCA Victor. Advertisers have a pot of gold waiting for them at the end of the WLW Television Color rainbow!"

Raymond W. Saxon

Raymond W. Saxon, Vice Pres.
Marketing
RCA Sales Corporation

COLOR TV



Call your WLW Representative... you'll be glad you did!
the dynamic Crosley Stations

WLW-C
Television
Columbus

WLW-T
Television
Cincinnati

WLW-A
Television
Atlanta

WLW-I
Television
Indianapolis

WLW-D
Television
Dayton




Crosley Broadcasting Corporation, a division of **Amp**

MAIL COUPON NOW!

Viewlex Incorporated
36 Broadway, Holbrook, L. I., N. Y.

FREE BOOKLET! Describes "Salestalk" techniques for new higher profits with **CONTROLLED SHOWMANSHIP.**

Name _____
Company _____
Address _____
City _____ Zone _____ State _____



SHOW! TELL! SELL! WITH NEW PORTABLE VIEWLEX "SALESTALK"!

- A Complete "Sight-Sound" Unit in an Attache Case!
- Lowest Cost Presentation and Training Unit of All!

New Viewlex Salestalk provides proven sight-sound sales principles—**CONTROLLED SHOWMANSHIP**—with the **lowest cost, lightest unit** that allows the full power of daylight projection of documentary photographs, dramatic animation, drawings, charts, etc., combined with hi-fi sound and words of **tested selling power.**

Set up in seconds—right on a prospect's desktop—it tells the **EXACT** sales story your management team wants . . . and, your salesman's last call of the day is as vibrant and fresh as his first in the morning. Assures higher **PROFIT-PER-CALL** ratio than ever before possible.



Also available—Salestalk V-2. Projects both Filmstrips and Slides. Other Viewtalk Training and Selling Aids from \$50.25 to \$495.

OVERALL SIZE:

11" x 17" x 5"

WEIGHT:

14 lbs.

PROJECTOR:

100 watts.

SCREEN:

Built into cover — latest lenticular type for brilliant images — even in daylight.

HI-FI RECORD

PLAYBACK: 4 speed. Takes up to 12" records.

\$104.50

COMPLETE



viewlex INC.

36 Broadway, Holbrook, L. I., N. Y.
IN CANADA—Aniphot Ltd., Montreal

What Ten Top Execs Demand

(continued)



Leonard H. Lavin
President
Alberto Culver Co.

Alberto Culver is one of the most traditional of the ten interviewees in its attitude toward service. But the manner in which it evaluated prospective agencies suggests a departure from the traditional methods.

Leonard Lavin did not ask for a presentation. Like Electric Storage Battery's McInay, he was more con-

cerned with the backgrounds and qualifications of the people who would handle the account than in any performance the agency could put on for his benefit. The greatest emphasis was placed on creativity and strength in specific media.

"The creative group must have strong brand men with ideas of their own to help supplement the creativity. In addition to that, the creative group must have strong TV and print producers who can also interpret creativity in their own manner," says Lavin.

The availability of services figured only minutely—if at all—in the actual evaluation. "Our products are fast-turnover consumer items and require strong commercial messages and strong advertising weight. If our agency has other attributes of strength, such as merchandising, research, new-product ideas, etc., we are not loath to avail ourselves of them. However, I would say that 90% of our attention goes to the creative group and to the media buyers."

Naturally with so much emphasis upon media selection, Lavin is a solid subscriber to the commission system, and he feels that the fee system only confuses things.



Gerald Light
V-P, Marketing
Schick Inc.

Schick is a heavy user of such services as market research, sales promotion and merchandising aids. While the agency's ability to provide such services is important, the "must items" on the criteria list are market research facilities and "creativity."

"Creativity" he defines as "not merely good artwork and copy, but creative analysis of media, market

research and the interpretation of research results as well. Most important, I want an agency that believes in a market-oriented approach to advertising."

Light did not ask to see a presentation. Instead he narrowed his choice through a process of elimination from ten to five to three potential agencies before making his final decision. Some of the probing and sometimes embarrassing questions he asked are listed below.

"How many accounts did you lose during the past year and why?"

"Has increased billing come from new or old accounts?"

"Give complete case histories of some of your campaigns, the problems you encountered and what techniques you used to solve them. Give both the successes and the failures."

"How do you measure the success or failure of a campaign—by sales, number of people reached, image created or other criteria?"

"To what degree do you research marketing problems? Give examples."

"What is your company philosophy



Really up there...

Sacramento's ABC City Zone Population Is Now Over a Half Million Sacramento is now one of the nation's **TOP FIFTY MARKETS** in terms of City Zone population.* The Sacramento Bee is the Key to sales in this important market. **THE SACRAMENTO BEE**, Sacramento, California, A McClatchy Newspaper in the Billion Dollar Valley of the Bees. O'Mara & Ormsbee, National Representatives.



*ABC 4-1-61

MERIDEN

Retail Trade Zone
Growth Rate is
nearly double
that of
Connecticut!

It's a fact. Latest 1960 U. S. Census figures show that the Meriden retail trade zone has now grown to 132,455 population.

This means . . . a 47% population increase since 1950 . . . nearly double the 26% growth of the state of Connecticut over the same period!

Rich Sales Potential

Meriden-Wallingford (the urban heart of the Meriden retail trade zone) now offers Effective Buying Income exceeding \$200 million . . . and Total Retail Sales of well over \$98 million (SM 1961 Survey).

EFFECTIVE COVERAGE IS YOURS ONLY WITH THE RECORD & JOURNAL

Happily for advertisers, this major growth market is blanketed with just one efficient buy: the Record and Journal, with 102.6% family coverage in Meriden-Wallingford.

No outside ABC daily from Hartford, New Haven, or anywhere else, penetrates this market!

Get the full story about your new sales opportunities in the growing Meriden retail market now!

The Meriden RECORD and JOURNAL

MERIDEN, CONNECTICUT

National Representatives:

Johnson, Kent, Gavin & Sinding, Inc.

regarding field work by the agency?

"What methods of media selection were used—plans board, account leadership or other?"

He wanted to know the background and experience of the people who would be handling the account, what other merchandising facilities were available, and how much research was done on a product in advance and upon completion of a product-testing or advertising program.

More than any specific services, Light was after a flexible organization that could rise to meet unusual situations, one that could provide a variety of services, but did not lose sight of its primary purpose.



Edward G. Gerbic
Senior V-P
Heublein, Inc.

Heublein's emphasis is on "compatibility," another way of saying a close working relationship with the agency. The company also uses agency marketing services to the hilt. "We ask this much of our agency and a little bit more," Gerbic says.

"Accordingly, our agencies are invited to our sales meetings. New-product considerations and new strategies on existing products are discussed thoroughly with agency personnel.

"Sometimes our agencies conduct necessary market research and supervise test market operations, and sometimes we handle them ourselves—but with agency participation. Only after we have gathered as many facts as possible do we ask the agency to map out a campaign that will be compatible with our sales and merchandising objectives.

"While a test market operation is in progress or a new advertising or sales campaign is under way, our agency people routinely make field contacts

with our sales and merchandising executives or representatives. This sharing of responsibility is no guarantee against false starts, but it is a valuable hedge against mistakes resulting from lack of understanding or unity of purpose."

Heublein was also interested in the qualifications of the people within the agency. It did a great deal of weeding out of prospects before it finally asked for—and paid for—an agency presentation.

Gerbic frequently questions his agencies' media recommendations. "To be a good advertising director, one must be a professional malcontent," he says. He must know all the why's and wherefore's if he is to have confidence in his agency.

Gerbic is a past president of the Assn. of National Advertisers, and his position is similar to the association's on the fee system. He feels that it will come, but by a process of evolution rather than revolution.



R. H. Noel
Manager Sales Promotion Advertising
Bristol Laboratories Division
Bristol-Myers Co.

Special problems in marketing prescription drugs make it imperative for Bristol to have a large number of agency-initiated services available.

"We wanted a great deal in the way of marketing assistance," says R. H. Noel. "Except in the case of product releases, even our public relations department sometimes overlaps activities with our agency. For example, we might well want the house organ to be used in cooperation with our advertising programs.

"We place the greatest emphasis upon market research. We expect most of the services used to be paid for out of the agency's commission,



TIME is the shape of the apparel market

Circulation concentration in top APPAREL SALES COUNTIES

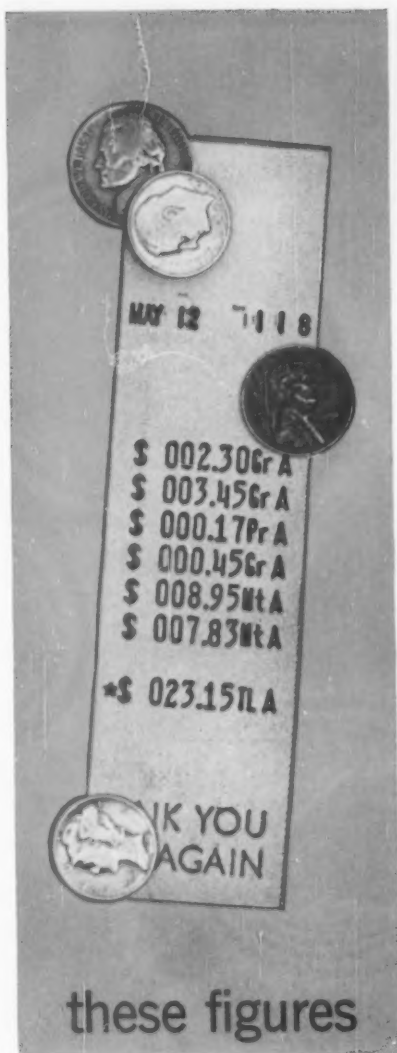
TIME, The Weekly Newsmagazine	59.3%
Holiday	56.3%
Life	55.4%
Sports Illustrated	52.9%
U.S. News & World Report	51.9%
Newsweek	50.4%
Reader's Digest	50.2%
Look	46.7%
Better Homes & Gardens	45.3%
Saturday Evening Post	44.4%

Sources: Sales Management's "Survey of Buying Power" (5/10/59) and latest available publishers' reports. TIME (3/23/59) • Holiday (March 1957) • Life (10/26/59) • Sports Illustrated (3/2/59) • U. S. News & World Report (3/28/58) • Newsweek (3/23/59) • Reader's Digest (April 1959) • Look (3/18/58) • Better Homes & Gardens (April 1959) • Saturday Evening Post (3/14/59)

Just 100 of America's 3,070 counties ring up 62% of all retail apparel sales. In these top markets, TIME concentrates more of its circulation than does any other magazine of over half a million. TIME readers are the on-the-way-up young style-makers who set brisk new buying trends. With incomes more than double the national average, they're well able to buy better and buy more.



TIME . . . TO REACH 2,550,000 TOP-OF-THE-MARKET FAMILIES



these figures
never lie!

Nothing moves so much
goods so soon as advertising
in newspapers . . . or in their
Sunday magazines. Local
retailers prove that every day.

PARADE

The Sunday Magazine
section of strong
newspapers throughout
the nation, reaching ten
million homes every week.



but we are glad to pay separately for projects that tie up the research facilities for any length of time.

"We also call upon our agency to test ad themes. Much of our advertising is directed at physicians. They balk quickly at the slightest hint of commercialism in an advertisement, and what may be commercialism to them may not appear so to an agency.

"We regard the advertising function at Bristol as one of providing technical information to physicians. We must keep them informed about the new drugs we bring out and any symposia that we may hold. And we must do so with ads that cannot use the conventional consumer techniques for fear the doctors may spot such techniques and consider them too commercial.

"For this reason, the most important criterion in selecting our present agency was creativity in all facets of marketing, from advertising and artwork to market research. We particularly wanted to interview the directors of technical copy. They had to be well read in our field and be capable of imaginative application of the knowledge they acquire."

► Market research seems to walk off with the prize in this minor popularity contest. Even the companies most conservative in their approach to agency services leave the door wide open for research.

While there are as many variations on the theme as there are advertisers, at least one definitive attitude has come out of this series of interviews. Marketers are showing a trend to take their agencies more deeply into the corporate confidence and give them

a more active role in strategy planning. Even those companies that strongly support the traditional view of the agency function want to consult with their ad men on communications and broad marketing policy. Whether they employ agency non-advertising services or not, they want to see a marketing awareness.

► Such attitudes help create an environment conducive to the growth of marketing departments within agencies. It seems probable, then, that companies will eventually begin to use first one and then another of the services so conveniently at hand.

The importance of, and respect for, such services is reflected in the marketing executive's willingness to pay for them. It appears clear that whatever their position toward the use of marketing services, companies looking for new agencies should give serious thought to their needs in this area before they even begin to shop. And they should decide how they will pay. Otherwise they fall into the old danger of being forced to rely on expedient programs dug up for their benefit by an agency that is afraid to turn its client away.

More than one company has had unfortunate experiences when it approached an otherwise competent agency with a new marketing problem. Assured by the ad men that they could handle the job, the client later found to his chagrin that they had neither the background nor the facilities to deal with such special problems. But in all fairness, the agency can't be entirely blamed. In the marketing world as anywhere else, one gets what one pays for. ♦ CJS

The President as a Marketing Leader

"ADVERTISING—The president must not only recognize its basic value, but must be willing to accept and even bear some responsibility for innovation in ads themselves and in the vehicles which carry these ads. Perhaps the greatest long-range danger facing advertising today is a sameness and lack of imagination which could create an apathy or unconscious resistance to advertising on the public's part. The company which overcomes this will be the company which innovates."

. . . see page 18

NEW DESIGN IDEAS THAT MOVE PEOPLE AND PRODUCTS



CREATIVE PACKAGING



High Density Polyethylene

Formulated to better meet the specific requirements of bleach and detergent applications . . . Dow high density polyethylene resins exhibit outstanding resistance to stress-cracking . . . greater impact absorption and physical rigidity . . . excellent modulus and over-all processability. These resins impart an outstanding surface gloss to blownware . . . so important to the styling and color considerations which set your product apart from competition. Look first to Dow . . . for advanced polyethylene resins suited to modern concepts of design and function . . . backed by a comprehensive array of technical research, testing facilities, market analysis, design and color services.

Dow

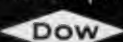


ne

rgent
esist-
y . . .
stand-
r con-
Dow
n and
esting

Polyfilm

Need a flexible polyethylene film of exceptional clarity? A film with high surface lustre for added eye appeal? An unusually tough film to hold and protect weighty contents? A film that handles easily on processing machines? Polyfilm® is available in many types to satisfy nearly every combination of packaging requirements you might desire: high impact strength . . . tear resistance . . . maximum printability . . . easy fabrication.

Polyfilm, the most versatile of all packaging films, is surprisingly economical, too. 






Saran Wrap

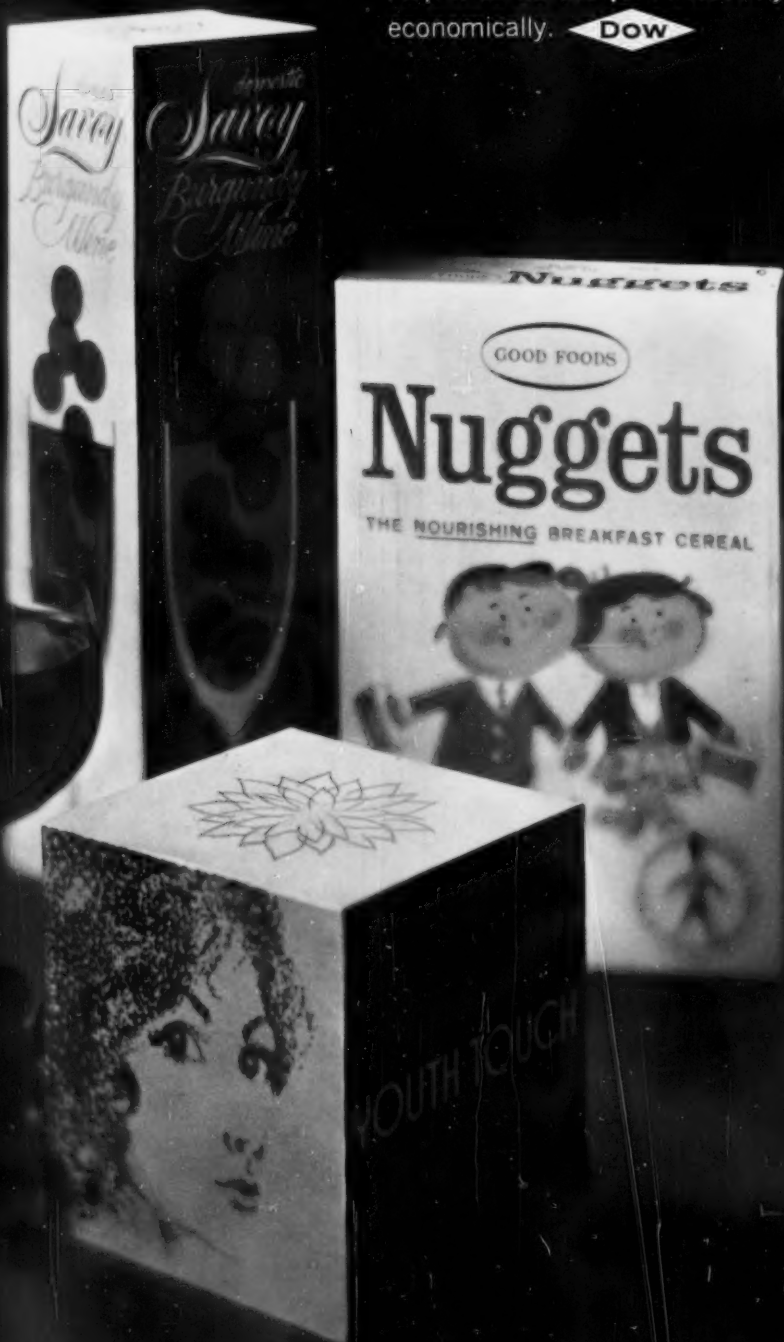
Most alluring of the protective films . . . with brilliant surface sheen and water clarity . . . Saran Wrap* preserves the peak flavor, freshness and appearance of foods just as they are packed . . . right up to moment of serving. In the store, Saran Wrap displays and keeps food at its appetizing best. Satiny soft, though remarkably strong, Saran Wrap can be heat sealed . . . accepts printing with ease and fidelity. Nothing saves and sells like Saran Wrap.

DOW

*Trademark

Coatings

Dow coatings materials span an entire range of packaging needs, providing varying property combinations for maximum appearance, protection and printability. Each major class of Dow coatings materials—polyethylene extrusion coating resins, saran resins, and latexes—offers a range of products to meet specific packaging problems and to solve them to best advantage. Whether the package end use is to safeguard perishables, display goods, or whet the shopper's appetite, Dow coatings materials will help it to do the job effectively, economically. 



with
es the
right
food
p can
s and

Trademark



Pelaspan

Want a shock-resistant package that cushions fragile contents . . . a resilient cradle that conforms exactly to product contours . . . a lightweight container that cuts shipping costs? Try Pelaspan® expandable polystyrene beads. This rigid two-piece shell of identical configuration carries costly precision parts . . . its interchangeable inserts accommodate 36 product combinations. Compared to previous containers, this handsome shipper protects against mishandling and moisture damage, eliminates oiling and hand-wrapping of parts, cuts shipping costs.

THE DOW CHEMICAL COMPANY  MIDLAND, MICHIGAN

THE MARKETING MAN

Rising Star in the Corporate Firmament...

Joe Sturges* is the new order of marketing man. He's Harvard Business School, 1946; he drives a '60 Thunderbird, and he's sending Candy, his 15-year-old, to Miss Jones's School (select).

At the moment he was sitting in the knotty-pine study of his new house in Darien, Conn., sipping a bourbon and soda.

"The marketing man's status?" he repeated our question. "It's certainly a hell of a lot different from Dad's." He nodded at his father, sitting in a leather chair. "Dad was a marketing man, too. But in his day the title was plain old 'sales manager.' He made a pretty good salary, too. But, even allowing for inflation, I couldn't maintain my standard of living on it."

Joe couldn't maintain his status on

his salary, either. He's one of the lucky marketing men (and they're becoming more numerous): His company, an electronics firm, gives him stock options, a fine pension plan, pays his dues at an eating club and halves the cost of his country club dues, because Joe needs the club, not merely for status but for contacts.

Joe Sturges' Dad shakes his head in happy disbelief at his son's situation. He worked his way up to the top sales berth in his company. And, sitting there, he summed up what has happened between his generation of sales manager and his son's generation of v-p in charge of marketing.

"After the second World War," he ruminates, "the sales manager's status — and that's a word my generation never recognized as such — began to spiral upward. First came the trend to recognizing the importance of the sales function in a company's corpo-

rate life. The selling world was turning upside down. New products, products never more than dreamed of, were coming off the drafting boards in quantity. They had to be sold. And to do it the sales manager needed broader responsibility: He began to have an increasingly stronger voice in the company's advertising programs. And he began to speak with more authority as he got more. (Because authority generates authority.) Almost overnight, it seemed to me, he and his brothers got a new title — v-p in charge of sales.

"Nowadays he has a newer title — v-p in charge of marketing. Well, that's probably as it should be. The old title didn't say enough. Today's marketing man is a far cry — so far as his responsibilities are concerned — from my day. Today, often as not, the advertising function comes under his jurisdiction. He has to be on top of

* Not his real name



* is to help you INCREASE SALES AND PROFITS

Ask yourself these six questions—if the answer is "no" to 3 or more, The F. C. Russell Institute of Selling can be of definite assistance to you.

1. Are your salesmen fully trained in the art of creative selling?
2. Are they securing their share of the business without cutting the price?
3. Are you satisfied that all of your salesmen know how to make the best use of their time and effort?
4. Is your sales force entirely free of negative thinking?
5. Are you satisfied that your men are effectively demonstrating their products?
6. Are you convinced that the morale of your salesmen is unaffected by competition?

Our Institute offers an intensive 5-day action Sales Clinic 40 weeks a year designed for both men and women in the sales profession. F. C. Russell, founder, is recognized as one of the foremost authorities in the field of selling and all members of the staff enjoy national reputations for their achievements in Industry, Business and Education. Write today for complete information.

**THE F. C. RUSSELL
INSTITUTE OF SELLING**
Box 218 • Route 2 • Chestertown, Md.

The President as a Marketing Leader

"MANPOWER DEVELOPMENT—It is up to the chief executive to see that sufficient marketing manpower planning is done and that funds are provided to carry out these plans. Here he can use his personal power to great advantage. He can lecture to students, cooperate and become interested in leading schools and their staffs, and in this way create a path between the centers of learning and his company." . . . see page 18

sales promotion, packaging, product planning, market research. There are a dozen different areas Joe oversees which my generation of sales managers never had to bother our heads about."

The elder Sturges summed it up pretty concisely. He might well have added that today the top sales executives for most major corporations are finding their way onto the corporate board.

A top West Coast marketing man puts it this way: "The marketing v-p (or equivalent) is increasingly becoming a member of the top management group. In the West he comes up through these roles: (1) the sales manager who is sufficiently broad-gauged in attitude, thinking and capacity to have an overview of company-wide objectives and industry-wide problems; (2) the man who, in a general top management position, has taken on marketing as a specific and concentrated assignment; (3) the ad manager with the same general qualifications as the sales manager. There are considerably more sales managers than advertising managers who will eventually become members of the board."

A leading marketing consultant, Walter J. Semlow, president of Barrington & Co., sees nothing but increased status for the marketing executive.

"The chief marketing executive's job will, more and more frequently, be the stepping stone to the company presidency. I notice that many top corporate presidents have on their staffs a smart (often young) fellow on the way up and being groomed to take over one day. Often the man's title is v-p of marketing.

"There is emerging, in much clearer form, the concept of the product marketing manager. Before the war such a title was rarely encountered among consumer goods manufacturers. It began to appear in the guise of brand manager but that title carried little of the executive connotation. Actually, to begin with, the brand manager was not much more than a sales promotion manager.

"Then, as the tempo of competition accelerated, there was a desperate need to make product lines sharp and competitive, particularly in larger corporations, where the set-up was divisionalized. In industrial companies the product manager started as the 'voice of the consumer'—the man who had to know the demands of the mar-

ket, then fight the battle in the market place, who had to be sure the product was adequate and competitively priced. As time went on this became such a critical factor that this man began to grow in stature, to move up in the organization. He is a highly paid man today, and his skills are vital."

► Semlow takes a dim view, however, of company-paid club memberships.

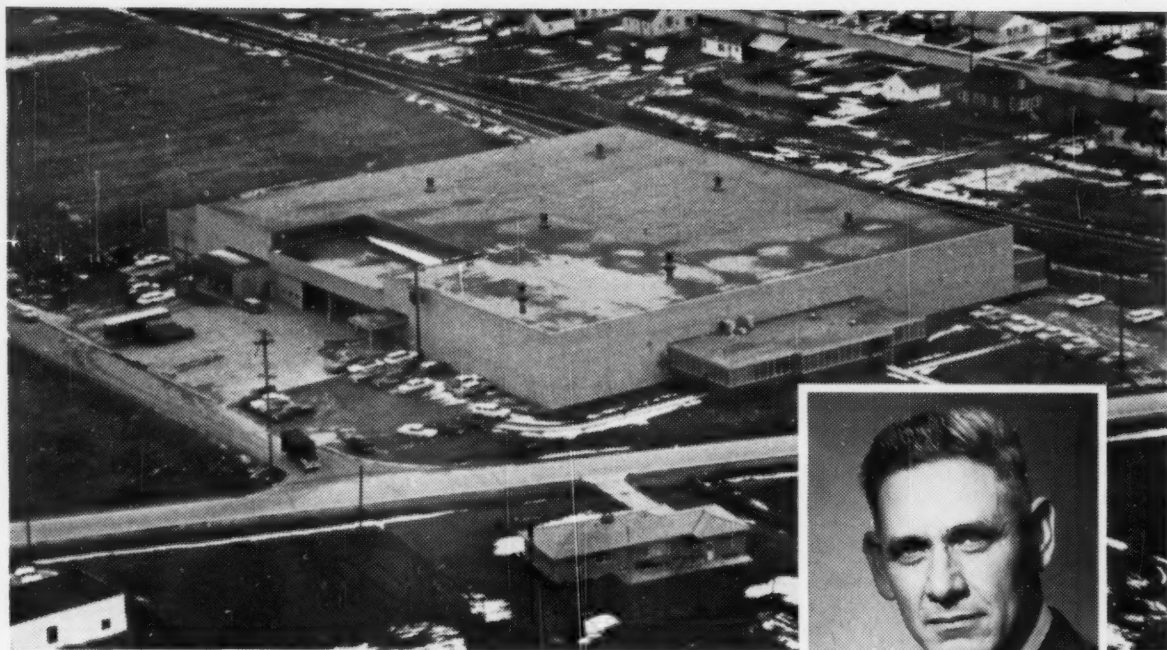
"In a good many businesses it is sheer rationalization to play the club game. In the insurance business, yes; contacts are important. But the marketing manager of, say, a leading soap company is a guy who rarely gets involved in actual selling. He may entertain an executive of a supermarket corporation. In such a case the company would be unlikely to provide him with a golf club membership. Now I see the need for the marketing executive to belong to a club—and I'm speaking in New York terms but they could be translated to other cities—such as the Yale, Harvard or University clubs."

Semlow recalls when a marketing executive, even in most larger organizations, was sometimes given short shrift. He recalls that in 1949 he was visiting one of the Big Three among the motor manufacturers. A new president had recently come in. And that day, for the first time in the company's history, the president was giving his marketing v-p a 2-year look into the future—the company's '51 model in mock-up form.

"This," says Semlow, "may sound absurd, but the theory was, 'Let the marketing v-p sell what we produce after we produce it.' You wouldn't find a marketing v-p of an auto firm today who isn't as much in the picture as the president. We tend to take these examples of increased status for granted."

Another contribution to the present status of the marketing man has come from leading universities, such as Harvard, which have set up schools of business administration. Semlow gives them a word of warning along with an accolade: "I hope they will underscore the word 'business' rather than over-emphasize the academic flavor. Such schools merely prepare the man to think. The rest must be self-development.

"Yes, today the marketing man is Number 2 in the corporate set-up. The engineers don't like this. But we oper-



Aerial view of the new food distribution center of Bay City Milling and Grocery Company, which was formally opened in Bay City last year. Their line includes groceries, frozen foods, health and beauty aids, milk and dairy products. (Inset) Herman H. Koffman, president of the 52-year-old firm.



Herman H. Koffman names Bay City Times "the most productive advertising medium"

"We service 200 retail outlets, including two chains and several voluntary groups from our Bay City center," states Herman H. Koffman, general manager of Bay City Milling and Grocery Company. "Our customers are located throughout prosperous North-

eastern Michigan, the area covered by the Bay City Times. Best results in sales have come from this newspaper. To get a product's message to the consumer and to create brand acceptance in this market, the best advertising medium is the Bay City Times."

FOOD SALES ARE UP IN NORTHEASTERN MICHIGAN

In the 18-county area served by The Bay City Times, food sales in 1960 reached an all-time high of \$159.8 million. Bay County alone produced \$44.6 million of that total, a 30% increase over 1959.

Food SALES POWER for the entire market is supplied by The Bay City Times, the newspaper that dominates in Northeastern Michigan. It reaches 9 out of every 10 homes in Bay County and 35 out of every 100 homes in its whole area.



THE BAY CITY TIMES

NATIONAL REPRESENTATIVES: A. H. Kuch, 110 E. 42nd Street, New York 17, MUrray Hill 2-4760 • Sheldon B. Newman, 435 N. Michigan Ave., Chicago 11, SUperior 7-4680 • Brice McQuillin, 785 Market St., San Francisco 3, SUtter 1-3401 • William Shurtliff, 1612 Ford Bldg., Detroit 26, WOodward 1-0972.

A Booth Michigan Newspaper

ate on the thesis, in our business society, that nothing happens until the sale is made. Even in chemical companies, I've noticed, where there generally is a scattering of Ph.D's, it is still the marketing man who has the status."

The emphasis on financial benefits for good marketing men will, he believes, be soft-pedaled in the future. "We've gone about as far as we can with financial bait dangled before the prospective employee's nose.

"It's high time that industry began to pay more attention to the non-financial incentives. In order to enjoy the money industry has been waving at choice marketing men, the recipients of such largesse must have the time and freedom to use it. So incentives and satisfactions on the job will become more important. This will, I believe, come about through the difference between the 'commanding concept' and the 'leadership concept.' By that I mean the science of giving the man full range to exercise his personality, his initiative, his capacities. There's been a lot of lip service to this concept but very little application. Too many large corporations hire a first-rate marketing man because he has executive abilities, then hamstring him by insisting that he follow the manual. If he's worth hiring, he's worth being given his head.

"And this may be the ultimate step in the marketing executive's status," Semlow concluded, "that he be allowed to mature into a creative, functioning executive. That day, I think, is coming."

In an effort to pin down the trends in marketing status within the corporate structure and outside, as well, Sales Management asked its Sales Leadership Panel, made up of marketing executives, some leading questions. For the sake of comparison, we divided respondents into two groups: those from consumer product manufacturers and those from industrial companies.

Among the consumer goods companies, in answer to our question, "Is your company's chief marketing executive a vice president?" some 81% said "Yes."

And 84% stated that the chief marketing executive has achieved an executive committee spot, or its equivalent.

A healthy 42% reported that he is on the board of directors.

Just under two-thirds of respond-

ents replied that the chief marketing executive reports directly to the president; 21% report to the executive v-p. The remainder report to some other officer.

With an increase in authority, the marketing executive is getting some pretty fancy "extras" to go with his job. In almost a third of cases, the man has a company-paid or private membership in a businessman's club. A fifth of respondents said that the company gives them membership in a country club. Eight percent get membership in a golf or yacht club. One in 100 gets membership in a tennis club. Still, the bulk of respondents (54%) are left by their companies to pay for their own club memberships.

► The much-vaunted trend to fancy offices, hung with art and embellished with wall-to-wall carpeting, isn't, in

practice, what theory has it. A mere 8% of SM's respondents indicated that their offices are decorated with expensive art. (On the other hand, picture the office of Joe Sturges' Dad, a quarter of a century ago!) A decent percentage—41%—have floors cushioned with wall-to-wall carpets. Twelve percent have free-form desks; 6% described their office decorations as "expensive trappings" (all the way from bars to private baths). And 61% figure that "nothing fancy" best describes their scene of operations.

But among these consumer product makers, better than half (55%) of marketing executives get company stock options and 38% of companies carry things a step further by giving their men a percentage of the profits.

The money is good, too. The overwhelming majority of marketing men in these companies get 50%, or better,

Masters of Marketing #4

LORD DISRAELI



"Let us always take our jobs seriously
—but never ourselves."

When (the late) Tom Beck was referred to in the phrase "the president and the employees" of the Crowell Publishing Co., he corrected it to "the president and other employees," saying that he was as much an employee as any other worker.

Self-praise can be just as out of place in a selling or advertising campaign. Kenneth Goode put it with doubtful grammar but admirable style when he wrote in "Showmanship in Business": "Don't tell people how good you make your goods—tell them how good your goods makes them."

This series is conducted for Sales Management by Zenn Kaufman, New York sales consultant. Nominations welcome.

Three Fifths of the People in Chicago are "Untouchables"..



Though 7 of 10 Chicagoans read a newspaper every day . . . you are *now out of touch* with more than three fifths—from 61.6 to 80.6%* of Chicago's adults when you advertise in any *one* Chicago daily newspaper.

You don't need Elliott Ness to draw a conclusion. It takes *two or more* newspapers to sell Chicago—and the top two for the money are the Chicago Sun-Times and Chicago Daily News.

The new Sun-Times and Daily News rate structure, with new combination discounts gives you Chicago's most efficient advertising buy. From 48 to 241 more readers per dollar, than any other 2-paper combination.



*"Chicago NOW," a report based on the first Chicago market study ever conducted in consultation with the Advertising Research Foundation, supplies some revealing figures—and important new ideas—about today's Chicago market. If you don't already have a copy, contact your Sun-Times or Daily News representative today. He'll also have *specific information* on how recent Chicago rate changes have affected the figures in "Chicago NOW."

*Based on 1000 line B/W ad

when you try to reach them
with any single daily newspaper

TOP TWO FOR THE MONEY



CHICAGO SUN-TIMES CHICAGO DAILY NEWS

CHICAGO: 401 N. Wabash Avenue, Whitehall 3-3000
NEW YORK: Time and Life Bldg., Rm. 1708, Circle 6-1919
DETROIT: Buhl Bldg., Room 1026, Woodward 3-0930
MIAMI BEACH: Hal Winter Co.
ATLANTA }
LOS ANGELES } Sawyer-Ferguson-Walker Co.
SAN FRANCISCO }

Copyright 1961, Field Enterprises, Inc.

SALES COSTS

A sales call on one Purchasing Agent can cost you up to \$22 or more. That's expensive selling. If your salesman calls on this PA half a dozen times a year it can cost you \$132. Yet with one-page advertisements in **PURCHASING Magazine** you can reach him 26 times a year for only 65 cents. That's over four times as many contacts for half of 1% of the cost. **PURCHASING Magazine** is published biweekly by Conover-Mast.

of the company president's gross income. In the group paid 75-100% of the president's gross, 15% touched home. Thirty-two percent say they get between 60-75% of their chief executive's gross; 17% get between 40-50% and only 15% get as little as 25-40% of the big boss's gross.

In status, things aren't appreciably different among the industrial products companies.

Well over two-thirds — 68% — say their company's chief marketing executive is a v-p. Four-fifths are on the company's executive board or the equivalent. Fewer than their counterparts in consumer companies have made the board: 38% of the industrial men replying sit on the board.

Four percent fewer industrial respondents than consumer members—or 60%—report directly to the president. Twenty four percent report to the executive v-p; the rest report to some other officer.

► But more industrial respondents—43% in all—have company-paid or private membership in a businessman's club. A full quarter of them have the tab picked up for a country club. And 7% are given golf or yacht club memberships by their beneficent companies. Only 28% are provided no company-paid club membership of any kind.

A tiny fraction—3%—boast that their offices are decorated with expensive art. But 40% have wall-to-wall carpeting. Some 8% use a free-form desk; 5% described the trappings of their cells as "expensive." The biggest majority — 65% — call them "nothing fancy."

More industrial respondents get stock options (54%) than don't; 59% get a percentage of profits (here the industrial boys have the upper hand over their consumer counterparts).

Almost one-fifth of them make between 75-100% of the president's salary; 18% pull down between 60-75%; 12% get between 40-50% and almost one-quarter — 24% — get between 25-40% of the big boss's salary.

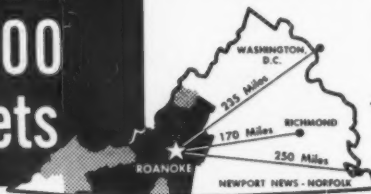
It all spells "Status."

But it might be well to bear in mind the comment of the president of one of the country's leading distilleries. This trenchant gentleman summed the thing up in these words:

"Marketing v-p's I know range all the way from near incompetence to men making a greater contribution than their presidents." ♦ HW

Roanoke, Va., Newspapers
reach more
people than
22
of the top 100
Metro Markets

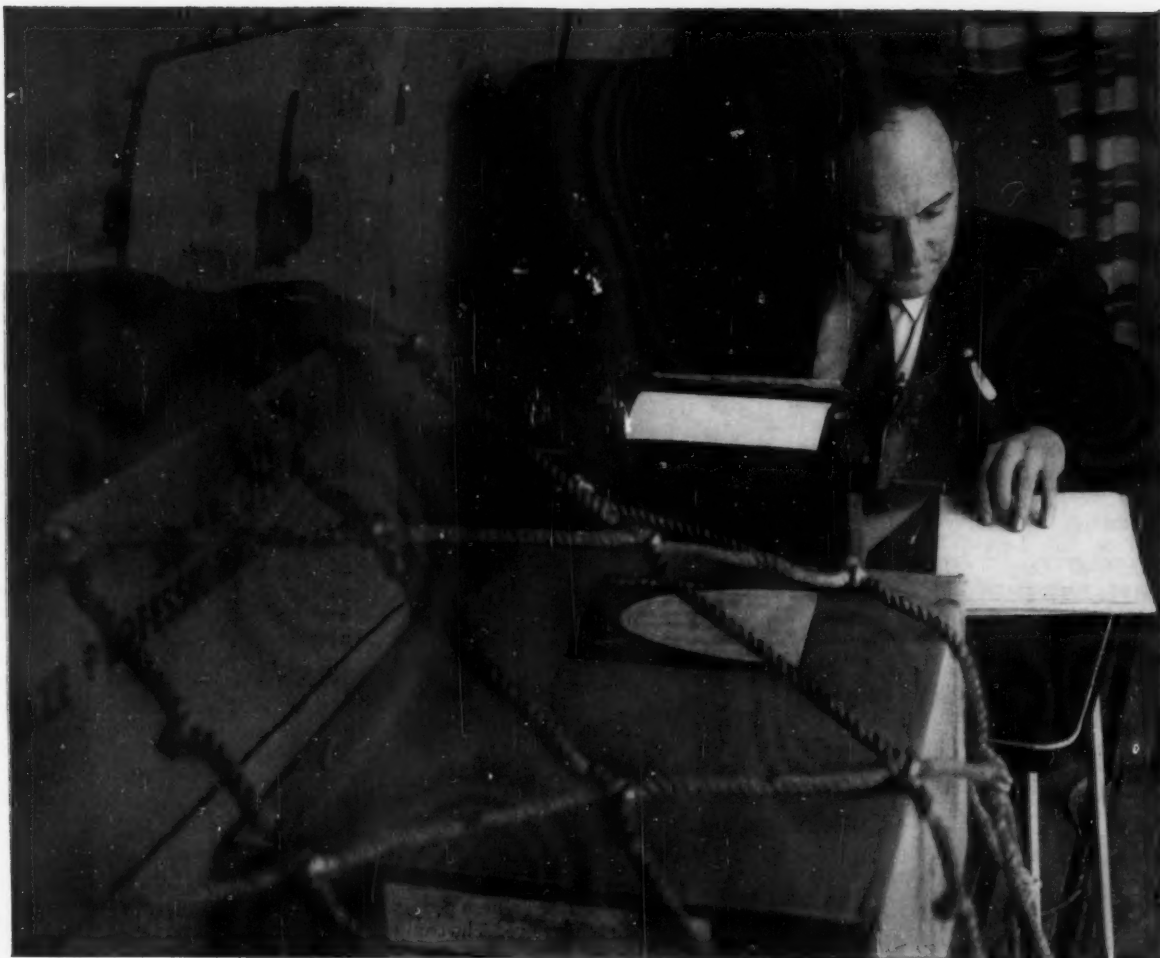
FULL
COLOR
Now Available



16 pages of up-to-the-minute facts about the \$790,900,000 Roanoke, Virginia, market. Write Arthur Wimmer, Roanoke Newspapers — or Sawyer-Ferguson-Walker.

THE ROANOKE TIMES
The Roanoke World-News

SAWYER-FERGUSON-WALKER, Nat'l Representatives



Only LUFTHANSA has a Cargo Attendant Flying with your Consignment



Here's how he saves you time and money!

Imagine your shipment clearing customs in 30 minutes or less after landing!

Shipped by Lufthansa, it will . . . at no extra charge. A Supercargo — exclusive with Lufthansa — processes way-bills, transfers and other customs documents 20,000 feet over the Atlantic. On landing, customs clearance is almost immediate.

That's Lufthansa service — unique, efficient beyond expectation. Even before take-off, time is in your favor

when you use Lufthansa. No other overseas airline requires so short a close-out notice — only 1 hour and 15 minutes. Four hours is standard. And you won't miss connections from domestic airlines — Lufthansa picks up your shipment, makes sure it departs *on schedule*.

This refreshing kind of efficient, personal attention characterizes the entire Lufthansa Super Cargo Service — the fastest-growing today! More and more overseas shippers are taking advantage of it. For your next shipment to Europe, the Middle East or on to the Orient — call your cargo agent or Lufthansa.

SUPERCARGO Service

5 weekly all-cargo flights from New York. 14 weekly transatlantic nonstop Jet Cargo services from New York. Regular Jet Cargo services from Chicago and San Francisco.



LUFTHANSA

GERMAN AIRLINES

AIR CARGO DIVISION, 410 Park Ave., N.Y. 22, N.Y., PLaza 9-5522. Offices in principal cities of the U.S. and Canada.

Worth Writing For...

A selection of noteworthy studies of markets, media, consumer buying trends, product and service developments that can pay off for you.

Sales Training Films

A catalog of films on such subjects as creative selling, opening and closing the sale, sales presentations, selling quality, making better use of selling time, and techniques of salesmanship. These films are suitable not only for sales training courses but for meetings and conventions as well. Write Ray Linzer, Dept. SM, The Dartnell Corp., 4662 Ravenswood Ave., Chicago 40, Ill.

The Booth Michigan Market

This easy-to-use study is broken down in sections, with a section devoted to each of its major markets. Each section has information on population, households, income, retail sales by category, automotive information. Some of the figures are based on Sales Management's Survey of Buying Power. Write Dept. SM, Booth Michigan Newspapers, 2500 Buhl Building, Detroit 16, Mich.

Spot Radio

In a colorful, 19-page brochure, "Get Close to Your Customers with America's Newest Medium — Spot Radio," the emotional dimensions of advertising on the air are summed up. The report traces the changing his-

tory of radio and its listeners and suggests that radio today is an entirely new medium with little resemblance to the radio of a few years ago. Write William Steese, Manager Radio Station Promotion, Edward Petry & Co., Dept. SM, 3 East 54th St., New York, N. Y.



Market Areas in the United States

The fourth edition of this national survey emphasizes that there is a distinct difference between where people buy and where buyers live. The study is broken down into 500 national market areas with a detailed breakdown of each major retail trade category by percent of the total U.S. for each of the counties within the 500-market area. Alaska and Hawaii are added with their market areas deter-

mined. Accompanying this study is a 50% in. by 38% in. map on heavy plastic stock which depicts and pin-points the 500 market areas. The map and statistical data are of assistance in solving such market problems as calculating sales quotas, outlining sales territories, locating warehouses, determining dealer representation. Write Curtis Publishing Co., Research Dept. SM, Independence Square, Philadelphia 5, Pa., or contact your nearest representative of the Curtis Publishing Co.

Major U.S. Market Analysis 1961

This ninth edition based on Sales Management's Survey of Buying Power contains valuable information on all 300 metropolitan markets in the nation. Every metropolitan market is ranked by dollar volume in descending order in ten major sales classifications. Gains and/or losses over a 5-year period for the 300 metro areas in these sales classifications are shown by projecting this year's figures against 1954 census figures. The top 100 metro markets are listed, and in addition the top metro markets in the South. Write on business letterhead to the Advertising Research Department, Greensboro News and Record, Greensboro, N. C.

Direct Mail Advertising

Selection of market, budgets, direct mail vs. sales calls, direct mail as a selling aid, direct mail follow-up, the value of advertising repetition—these are some of the subjects covered in the booklet "The Art of Direct Mail Advertising for Direct Sales." Write Dept. SM, The Palette Service, 100 Fifth Ave., New York 11, N. Y.

Sales Aids From Advertisers

Have you written for these booklets or samples described in recent advertisements in Sales Management?

Fleetcar Leasing: Investigate the advantages of fleetcar leasing. Write: H. F. Ryan, V-P, Hertz Fleetcar Leasing, Dept. D-519, The Hertz Corp., 660 Madison Ave., New York 21, N. Y.

Camera as a Sales Aid: For complete information on how to use the Cinephonic 8 mm sound motion picture system in making more effective sales presentations. Write: Dept. SM-5, Fairchild Camera and Instrument Corp., 580 Midland Ave., Yonkers, N. Y.

Chemical Process Industries Census: The latest available figures enabling you to check your chemical process industry potential state by state, county by county, by plant, product and size. Complete with map. Write: Dept. SM, Chemical

Engineering, McGraw-Hill, 330 W. 42nd St., New York 36, N. Y.

Packaging: How cellophane can be used for profit-building packaging in the booklet, "Multi-Packs with Avisco Cellophane." Write Dept. SM, American Viscose Corp., Film Div., 1617 Pennsylvania Blvd., Philadelphia 3, Pa.

Auto Expenses: A unique car expense reimbursement plan designed for the company with a sales force of twenty or more men, in the booklet, "A Look into the Peterson, Howell, & Heather Car Plan." Write: Dept. B-7, Peterson, Howell & Heather, Inc., 2521 North Charles St., Baltimore 18, Md.

Signs: How well-known outdoor illuminated plastic signs attract customers. Rated firms may obtain the booklet, "Signs of Success." Write: Dept. SM, Plasti-Line, Inc., Knoxville, Tenn.

Moving Tips: A free booklet designed to help you make that next move an easier one. Write Dept. SM, Allied Van Lines Inc., 25th and Roosevelt Road, Broadview, Ill.

More Customers for the Same Advertising Dollars: A new report on how leading magazines cover known buyers in a wide variety of markets—corporate stock, new cars, business and vacation travel, air conditioning, etc. Write: "U. S. News & World Reports," Dept. SM, Advertising Sales Office, 45 Rockefeller Plaza, New York 20, N. Y.

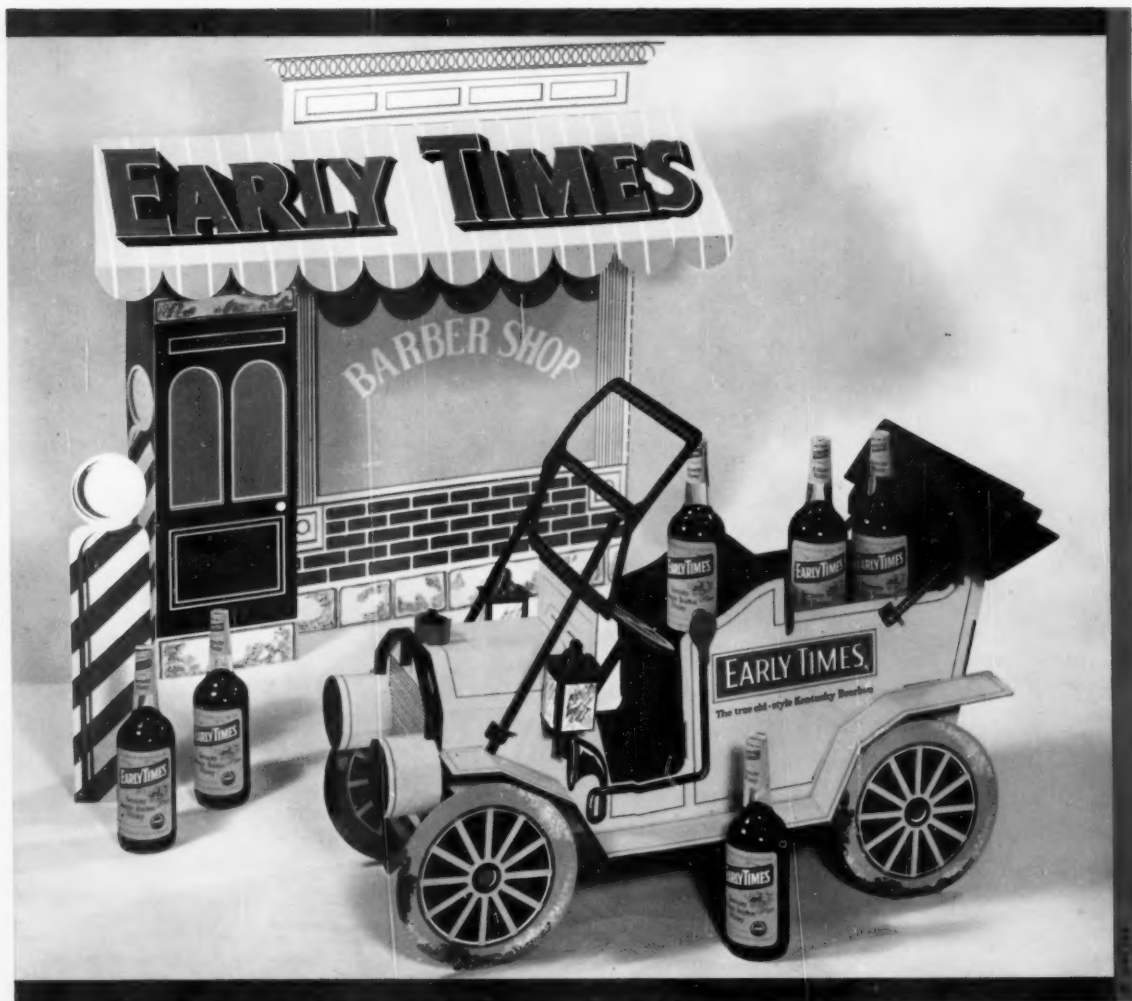
Traveling Billboards: Descriptive leaflets, testimonials, magazine feature article reprints and other material on audience exposure of demountable car-top miniature billboards. In addition there is information about fleet lease arrangements and design service. Write W. T. Clore, President, Dept. SM, Travel-Ads, Inc., 2232 R. St., Lincoln, Neb.

when
you plan
your next
campaign
we'd like
to be
on hand
showing you
how CCA
sales-oriented
displays
reinforce
advertising
and promotion
at the
crucial
point of
purchase



CONTAINER CORPORATION OF AMERICA • CHICAGO 3
local service from 125 manufacturing centers

Vintage cars reproduced in CCA corrugated drive home Brown-Forman's antique auto theme for Early Times distributor-dealer program.



folding cartons • shipping containers • paperboard • Sefton fibre cans • point-of-purchase displays • molded plastics



THE POWER OF PENETRATION

733,583 weekdays—up 252,910 over a year ago! **920,607 Sunday**—up 280,528 over a year ago!* That's The Detroit News total paid circulation. In Detroit's three-county metropolitan market, where 1,080,000 families earn \$9-billion annually, The News alone gives its advertisers 64% coverage weekdays, 71% Sunday.** No other newspaper in the nation's top 5 markets offers such total market penetration—nor such deep penetration of all income groups (including \$15,000 and over)—at the low milline rate of \$1.91 weekdays, \$1.68 Sunday. To sell Detroit, just use The News!

*ABC, 11/7/60—3/31/61 **Sixth Quinquennial Survey of the Detroit Market, 1961

The Detroit News

New York Office: Suite 1237, 60 E. 42nd St. • Chicago Office: 435 N. Michigan Ave., Tribune Tower • Pacific Office: 785 Market St., San Francisco • Miami Beach: The Leonard Co., 311 Lincoln Road

These Presidents Say:



President Ziegler



President DeYoung



President Quayle



President Crawford



President Fuller

My No. 1 Job Is SELLING



WILLIAM F. CRAWFORD
Edward Valves, Inc.

► "A president's personal salesmanship can count plenty in industrial products."

William Fowle Crawford makes this statement on the basis of 20 years as president of Edward Valves, Inc., East Chicago, Ind., and his four years as head of Republic Flow Meters Co., Chicago—both subsidiaries of Rockwell Mfg. Co.

In quest of sales, Crawford travels a full one-third of his time, here and abroad. In addition to logging 100,000 miles annually in a Chicago-based Rockwell Aero Commander in the

U. S., he has done 25,000 to 50,000 miles more on each annual trip through Europe since World War II.

From Rockwell International's base in Geneva, Bill Crawford personally seeks and develops markets for his products to control and measure flow in such industries as electric power, oil, gas, steel and paper, in the six countries in the Common Market, and in the "Outer Seven." Currently, he is planning to manufacture Edward and Republic devices and systems in an existing Rockwell plant in Germany.

From Norway to Italy, he explains, his linguistic shortcomings are countered by the fact that "engineers and metallurgists at work on the same problems speak a common language."

When one adds in the time he devotes to planning and organizing for tomorrow's products and sales, plus the time spent with customers and prospects who visit the Chicago plants, Crawford's energies are concentrated primarily on building markets.

But, as part of this, he explains, "my No. 1 interest is product development to meet changing customer requirements."

The requirements vary greatly. For example, Edward ships 40% of all

orders the day they are received, and 10% more within 24 hours. "These," Crawford says, "are for standardized products. Usually we can't sell such customers until they see the need for replacement. Then they want delivery—fast."

"But the other 50%, involving new systems, we may not ship for two years. These orders call for close cooperation. We learn a lot about our customers' plans. They come to our plant to meet our shop operators and learn our methods." (A single recent order for an Edward "system" came to \$991,000.)

At 15, Bill Crawford joined his father in the Edward Valve business. He worked first in advertising, then in manufacturing. He became a metallurgist. But, though he is a trustee of the Illinois Institute of Technology and of the Armour Research Foundation, he is not a graduate engineer. For three years he has been president of the Valve Manufacturers Assn.

Crawford's "sales experience" has developed during his presidency. In two decades under his leadership, Edward's volume has risen 300%. Despite the fact that it competes against a half-dozen larger manufacturers, this company counts as customers, among others, 95% of the biggest



and only **ONE** can give you **TOTAL** Coverage in the **PONTIAC** **AREA**

In an area of 283,000 people, 76% take THE PONTIAC PRESS daily. Be sure and see the comprehensive new study on home coverage in Pontiac!

**Total Selling needs
Total Coverage
In Pontiac, Total Selling
Means The Press**

THE PONTIAC PRESS

PONTIAC • MICHIGAN

Scolaro, Meeker & Scott, New York,
Philadelphia, Chicago and Detroit
Doyle & Hawley,
San Francisco and Los Angeles

electric utilities. Crawford points out that "the ratio of our research-and-development expenditures to sales is higher than that of competitors.

"A president," he emphasizes, "should know market trends and requirements. He should help to develop the products for them — often new types of products, new materials, made by new processes. He should see that these products are sold at competitive prices. And he should be able to amortize this continual pioneering over enough time and with enough customers to justify the calculated risk."

Also, the president of a supplier to industry should insure that his company "keep abreast of industries and areas of faster technological change."

Except for the electric power industry, which through fair and foul economic weather manages to double its volume every decade, the other

major customer industries are cyclical. Bill Crawford strives to get his companies "ready to harness the upturn in each of them."

In the U. S., Edward and Republic operate two separate sales groups — selling through their own field men, through distributors and manufacturers' representatives. Crawford knows personally all of his own sales people and all of the "reps," and at least 50 among the hundreds of distributors.

Edward's own 50-man sales force has been built mainly since World War II. "We seek imaginative sales engineers," Crawford explains. "We look for men who can see in the sale of a 10-inch, 600-pound valve a step toward selling a whole system. Among other sources, we comb the technological colleges for them." And when likely candidates are brought to the point, the president does his part personally to sell them.



ROBERT H. QUAYLE, JR.
Norge Division, Borg-Warner Corp.

► Wider responsibilities have reduced the "selling time" of Robert H. Quayle, Jr., in the 16 months since he moved up to the presidency of Norge Division of Borg-Warner Corp., Chicago. But, he adds: "A full one-third of my working hours still are spent on the road—selling."

Quayle personally directs sales operations in the New York metropolitan area, which he regards as "a barometer for the whole U. S." (Privately he confides that New York is the market where such big home-appliance rivals as GE, Frigidaire and Westinghouse may put on special promotional pressures.)

His present post caps a lifelong career in merchandising. Now, how-

ever, he must make immediate sales a stage or link in long-term "whole-marketing: Costs and margins are part of this. . . . Our vice president for manufacturing is a 'salesman.' . . . I help to guide product research and development. This is the most creative function in our operation."

Robert Quayle emphasizes that both his own job and that of Norge Chairman Judson S. Sayre is "essentially selling. Both of us devote to it 85% of our time and thinking and effort." Though they let the sales department prod lagging individual distributors, the two top managers strive constantly to strengthen communications, to insure that all distributors know and make the most of Norge products and programs.

Lately this problem has been intensified by the fact that Norge now has two distributor groups — one for the long-developed home appliance lines and the other for the new Econ-O-Wash coin-operated washing machines. In home appliances, in all major markets, Norge now claims to rank among the first five in sales. In the new coin-in-the-slot washers it is No. 1.

Despite the fact that the major appliance industry has been beset by deep and sustained recession, Quayle points out that Norge has operated in the black every year since Jud Sayre took the helm in May 1954. Introduction of new products and services

ANNOUNCING A GREAT NEW KODAK PREMIUM ... especially designed for volume business



Hawkeye Flashfun Camera. New features! Superb styling! Built-in flash! Takes all 3 kinds of pictures—color snapshots, black-and-white snaps, color slides. It's the answer to your need for a self-liquidator, sales incentive, dealer loader, contest prize, or

other offer where quality and low price are important. The Hawkeye Flashfun Camera is available in sturdy, protective mailer-pack. Approximate premium value: \$6.95.

Hawkeye Flashfun Outfit. Includes camera, neck strap, film, batteries

and 6 flashbulbs, in attractive presentation box. Can be specially ordered in mailer-pack. Approximate premium value: \$9.

Hawkeye Flashfun Field Case. Makes an effective "bounce-back" offer. Comes in mailing envelope.

Other Kodak cameras for premium use from \$4.25 to several hundred dollars. Here's a sampling:



Brownie Starmeter Camera. Built-in meter shows proper settings for color snaps, color slides, black-and-whites. Camera, \$21.95 . . . outfit, \$27.50.



Brownie 8 Movie Camera, f/2.7. Dependable precision movie camera. Just set exposure dial, aim and press button for exciting, lifelike movies in color. Camera, \$26.95 . . . kit, \$34.75.



Kodak Motormatic 35 Camera. Most automatic of the 35mm automatics! Camera winds film, sets exposure automatically, makes own flash settings. Camera, \$109.50.



Kodak Automatic 8 Movie Camera. Built-in electric eye automatically sets the fine f/1.6 lens. Built-in filter lets you use same color film indoors and out. Camera, \$49.95.

Prices shown are list, subject to change without notice, and are suggested prices only.

EASTMAN KODAK COMPANY, Rochester 4, N.Y.

EASTMAN KODAK COMPANY, Premium Sales Office, Rochester 4, N.Y.

Gentlemen: Please send me more details on promotion opportunities with Kodak premiums.

Name _____ Position _____
Company _____ Street _____
City _____ Zone _____ State _____

Kodak
TRADEMARK

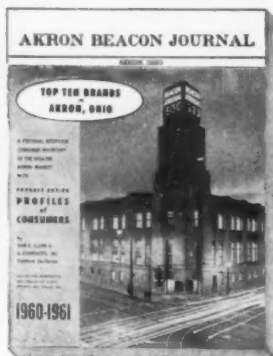
To **SELL** in **AKRON**
only the **BEACON**
JOURNAL
can do the job!

HOW DO YOUR PRODUCTS RANK IN **AKRON?** OHIO

You'll find your
answer in the new

1960-1961
TOP TEN
BRANDS

A personal Akron home interview Consumer Inventory, consisting of 130 different categories with brand profiles by income, age and number of persons per household, is yours through your nearest Story, Brooks & Finley office.



Here are the facts
about the **AKRON BEACON JOURNAL** area of influence

1 1/2 BILLION

DOLLAR MARKET
POPULATION **771,261** ... FAMILIES **226,175**

TOTAL BEACON JOURNAL CIRCULATION	{	DAILY.....	167,704
		SUNDAY...	178,499

Plan your sales promotions in Akron's **ONLY** daily and Sunday newspaper and be sure your messages go home. ROP 1 color and black, 2 color and black and full color available Daily and Sunday. Rotogravure and Color Comics available on Sundays.

AKRON **BEACON JOURNAL**

"Ohio's Most Complete Newspaper"

JOHN S. KNIGHT, Publisher

Represented Nationally by **STORY, BROOKS & FINLEY**

—specifically Econ-O-Wash, he adds—will make 1961 "our biggest year." Sales may exceed \$125 million.

Product- and sales-creativity, Bob Quayle says, has kept Norge going, against vastly larger adversaries, in this period when frantic pressures, "loading" and promiscuous price-cutting have largely "destroyed the dealer structure of our industry." Norge and its distributors—virtually all of whom have remained loyal—are struggling to rebuild their dealer group.

Robert Quayle, age 47, joined Norge as executive v-p in October 1958, after two years as division merchandising manager of Montgomery Ward & Co., which is credited with \$400 million annual sales of "heavy goods." Before that, for two decades he held merchandising and buying posts with Sears, Roebuck & Co., in Chicago and Toronto. Among other chores, Quayle directed the Canadian introduction of Sears' "heavy goods" line through its Simpson-Sears affiliate.

In one address to Norge's 89 appliance distributors, he noted that "the basic problem confronting both Sears and Norge is one of communication." With Norge, however, the problem may be even harder: Sears talks to employees; Norge must "communicate its marketing strategy to the dealers through distributors." All of these individuals are independent businessmen.

► Quayle told the distributors: "With our factories running, our warehouses filled, our advertising scheduled, we must ask you to run with our plans. (A poor plan well carried out is better than a good plan emasculated.) When our plans have gone awry, usually it has been because we were unable to explain them satisfactorily to you. . . .

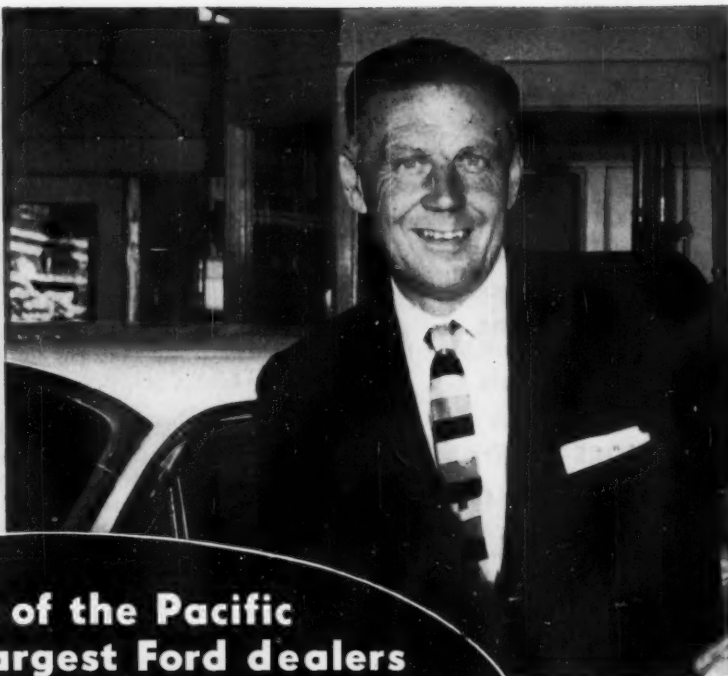
"We are increasingly concerned about the length of time it takes to convince our distributors." He cited as an example a "freezer plan that produced a 268% increase in our business"—despite the fact that "only a few distributorships" worked on it.

Norge will see to it that distributors have more "hot merchandise" to market. In the last two years its investments in product research and development have been stepped up 50%.

Robert Quayle believes that "American industry has not done nearly enough basic research. Half of all of it still is in the hands of just three companies—Bell System, General Electric and Westinghouse. Now Norge is

"95% OF OUR TRUCK SALES AND OVER 40% OF OUR AUTO SALES are made to people living outside Spokane. These sales figures, plus the return of ad coupons by people living throughout the Spokane Market, prove conclusively that advertising placed in The Spokesman-Review and Spokane Daily Chronicle reaches prospects throughout the entire 36-county Spokane Market."

Chud Wendle, president
STODDARD-WENDLE MOTORS
Spokane, Washington



How one of the Pacific Northwest's largest Ford dealers SELLS a Million-Billion Market that's **4 TIMES AS BIG AS METRO SPOKANE**

Heart of the
Pacific Northwest



The fact that businessmen like Chud Wendle make a significant percentage of sales to people outside of Spokane proves the Spokane Market is one big exception to the metro concept of measuring a market.

It's a 36-county market . . . separated from other trading areas by towering mountains and great distances . . . united by common interests. Its 1.1 million people consider Spokane their "Big City". Their \$2.1 billion income and \$1.4 billion retail sales make the Spokane Market 4 times as big as its metro area.

Too big to omit . . . too far "inland" to sell with coastal dailies published 300 miles west of Spokane, the Spokane Market can be sold effectively only from Spokane with The Spokesman-Review and Spokane Daily Chronicle. Together these two big dailies reach approximately 50% of the families in the FULL 36-

county Spokane Market; 70% of the families in Spokane's big 24-county Retail Trading Zone;* and over 90% of the families in Metropolitan Spokane.

No sales job in the Pacific Northwest is complete until the Million-Billion Spokane Market is sold with an advertising schedule in The Spokesman-Review and Spokane Daily Chronicle.

*24 counties. Latest data, with exception of circulation, unavailable for parts of counties as defined by A.B.C.

Any Way You Measure the Spokane Market, it's 4 Times as Big as Metro Spokane!

	Metropolitan Spokane	36-County Spokane Market
Population	282,000	1,119,500
Net Income	\$594,973,000	\$2,166,306,000
Retail Sales	\$381,133,000	\$1,444,787,000

Source: Sales Management, "Survey of Buying Power," May 10, 1961

**THE SPOKESMAN-REVIEW
SPOKANE DAILY CHRONICLE**

Advertising representatives: Cresmer & Woodward, Inc. Sunday Spokesman-Review carries Metro Sunday comics and This Week magazine.

Sales Management JULY 21, 1961



It's 2 to 1

**in fast-service
eating places,
twice-the-turnover
per seat means...**

**MORE Meals
MORE Sales
MORE Profits**

NO MATTER WHAT YOU CALL THEM

Coffee Shops
Confectionery Stores
Counter Restaurants
Department Stores
Diners
Drive-Ins
Drug Stores
Fountain Restaurants
Industrial Cafeterias
Luncheonettes
Sandwich Shops
Variety Stores

NO MATTER WHERE YOU FIND THEM

Airports
Bus Terminals
Railroad Stations
Main Streets
Main Highways
In Industry

**THEY ALL HAVE
ONE THING IN COMMON—**

FAST SERVICE

*To effectively reach this
specialized market specify
FAST FOOD
for an advertising schedule*

EPA

NBP

FAST FOOD

magazine

**630 THIRD AVE.
NEW YORK 17, N. Y.**



going 'basic,' with Borg-Warner's help. . . ."

More company presidents, Quayle emphasizes, should plan and organize today for more and more effective selling tomorrow. They should do more than just put out brush fires—or light brush fires under lazy, lagging distributors:

"Just as some companies have begun to put basic, long-term research to work to create really different and worthwhile products tomorrow, we've got to do more basic thinking to develop promotional programs that start — and keep — consumers buying.

"Consumers will prove their faith in American products and America's growth—they will prove it in cash and with reasonable time payments . . . when we come up with the stuff and the salesmanship to convince them."



RUSSELL DeYOUNG
Goodyear Tire & Rubber Co.

► As the first recipient of a Silver Scepter award, as "Market-Maker of the Year—1959," National Business Publications picked a "non-salesman": Russell DeYoung, president of Goodyear Tire & Rubber Co., Akron.

DeYoung's only listed sales experience was as part of Goodyear's "production squadron" training program, three decades ago, in which he won top honors and the personal interest of the company's long-time leader, P. W. Litchfield.

But though he advanced primarily through production, DeYoung points out that "I've been concerned—increasingly—with sales." Goodyear's world-wide growth over 63 years to \$1.6-billion annual volume has been spurred by continual "cross-needling": The marketers want ever-better products to sell at competitive prices. The

producers tell them that the more they sell the more costs can be reduced.

The role of the production people in expanding the company's market and volume was dramatized a decade ago when DeYoung was v-p for production—the sales department presented him with a "big needle" award.

The man is mild-mannered. But he admits that he "can be tough with our marketing managers." As president, since 1958, he has kept that formidable needle handy.

For 45 years Goodyear has sold more tires than any of its 1,500 rivals. For 35 years it has led the rubber industry in sales of all products. Today Goodyear outsells Firestone by about \$400 million and U.S. Rubber by about \$600 million. Goodyear's volume continues to be twice as large as that of B. F. Goodrich and General Tire & Rubber. And it now has \$1 billion in assets to throw into the fight.

Goodyear has won each annual battle, DeYoung emphasizes, on ability to "sell and sell, earn and reinvest, and then sell and sell that much more. . . . We're always in a 'recession.' We're always fighting for business—everywhere. Ours is the toughest competitive field I can imagine."

► Currently the company's sales abroad are growing twice as fast as in the U.S. Foreign sales account for 25% of total volume and nearly 30% of the \$71-million net profit.

Edwin J. Thomas, board chairman, age 62, is chief executive officer. But President DeYoung, age 52, is directly responsible for production, sales and other functions of the tire and seven other U.S. product divisions.

Goodyear's gearing-for-sales is illustrated by the fact that, of the two executive v-p's, one of them, Victor Holt, Jr., guides this big, broad function. (The other, Howard L. Hyde, is in charge of law and finance.) Of seven other v-p's among executive officers, O. E. Miles and C. C. Gibson direct, respectively, trade and automotive tire sales. Still other v-p's are for "Detroit" and Western Division sales. Product division and subsidiary heads, here and abroad, of course, get in a lot of selling, too.

Around the world Goodyear tire products are sold through an estimated 100,000 outlets, of which 70,000 are in the U.S. But the bulk of domestic tire volume is probably done by 12,000 dealers and the company's

(continued on page 86)



She may
get the
message
here,
but...



your ads in the Yellow Pages sell her when she's ready to buy

When you make your advertising campaign complete with National Yellow Pages Service, you're likely to complete more sales, too! That's because your NYPS advertising will reach your prospects at that decisive moment — when they're ready to buy. It'll get to them . . . drive home your selling message . . . guide their buying decision.

And to help you reach and *sell* your precise market with no waste, you can choose any combination of over

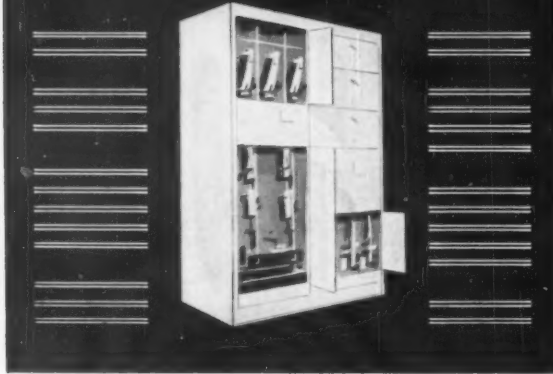
4,000 different Yellow Pages directories. All with one contact, one contract, one monthly bill. For further details on how you can make your advertising go further, contact your National Yellow Pages Service representative through your Bell Telephone Business Office.

ONE CONTACT/ONE CONTRACT/ONE MONTHLY BILL



WHERE WOULD YOU RUN THIS AD?

"POWER-TROL" Systems
for reliable distribution control



[The following information was obtained from the records of the Department of Health, Education and Welfare, Washington, D.C., Office of the Assistant Secretary for Health Policy and Statistics.]

1. The first step in the process of creating a new product is to identify a market need. This involves conducting market research to understand what consumers want and what problems they are facing. Once a need is identified, the next step is to develop a concept that addresses this need. This is often done through brainstorming sessions and the creation of a prototype. The third step is to create a business plan that outlines the costs, revenue, and potential risks of the new product. This plan is then used to secure funding from investors or lenders. Finally, the product is launched into the market, and its performance is closely monitored to ensure it meets the needs of the target audience.

1997年12月15日

1. The first step in the process of creating a new product is to identify a market need. This involves conducting market research to understand the preferences and behaviors of potential customers. Once a need is identified, the next step is to develop a concept that addresses this need. This concept should be unique and offer a clear value proposition to the target market.

2. After developing a concept, the next step is to create a prototype. A prototype is a preliminary model of the product that allows the company to test its functionality and gather feedback from potential users. This step is crucial for identifying any design flaws or usability issues before moving forward with full-scale production.

3. Once a prototype is created, the company must conduct a feasibility study. This study evaluates the technical, financial, and operational aspects of the product. It helps the company determine if the product is viable and if the resources are available to bring it to market. If the study is positive, the company can proceed to the next step: securing funding.

4. Securing funding is a critical step in the product development process. This can be done through various means, including venture capital, angel investors, crowdfunding, or bank loans. Each option has its own requirements and risks, so the company must carefully evaluate its options and choose the most appropriate funding source for its needs.

5. After securing funding, the company can move forward with the development and production of the product. This involves hiring a team of engineers and designers to create the final product. The company must also establish a distribution strategy to get the product into the hands of its target audience. Finally, the company should implement a marketing plan to promote the product and build brand awareness.

Quelques réflexions sur le rôle de l'État dans la vie économique

Copyright © 2007 by John Wiley & Sons, Inc.

[illegible]

"POWER-TROL", INC.

$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$
$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$
$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$
$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$	$\frac{1}{2} \times \frac{1}{2}$

44 333-298 273 4 408 700 88 4000 20-25 22000000 4-10 100-120

EDITORIAL

READERS

EMPHASIS

You're advertising to the all-industry market. Your campaign theme is **application and use** of your equipment.

In which all-industry publication will these ads work best?

There are three of them—all directed to "all industry"—primarily manufacturing. All are directed to

individuals in "plant operating" functions. But only one offers your advertising the powerful advantage of a compatible editorial climate that *preconditions* the readers for your *application and use* sales approach.

Can you identify them from the brief description shown? Which one would you pick for your "applications and use" campaign? First read the descriptions of all three. *Then lift tape at bottom of page.*

PUBLICATION A?	PUBLICATION B?	PUBLICATION C?
<i>Management approach</i> to plant operations on — personnel, methods and plant ideas on an administrative-management basis.	<i>Technical approach</i> to plant operations on—equipment and facilities on a how-to-apply-and-use basis.	<i>Technical approach</i> to plant operations on — structures and facilities on a how-to-install-and-maintain basis.
<i>A wide group</i> of individuals who administrate operation of a plant. Those in personnel/cost/production/inventory control as well as manufacturing and maintenance. Not necessarily high up in management but a broad base across administrative and operating management.	<i>A concentrated group</i> of individuals who direct the operations of a plant. Those directly in charge of manufacturing and maintenance...with engineering and managerial responsibility over equipment, materials, methods and systems used throughout the plant.	<i>A narrow group</i> of individuals who assist in the operations of a plant. Those in engineering of buildings, yards, facilities, housekeeping, maintenance. Not necessarily in application-and-use engineering, such as manufacturing production, industrial engineering or plant operating management.
<i>Administrative type</i> editorial reporting of plant and equipment trends, on a paperwork dollars and cents approach. Management editorial covering personnel, buildings and methods areas, as opposed to emphasis on engineering and technical equipment. More on ideas, trends and management techniques.	<i>Applications engineering type</i> editorial reporting on applying and using equipment, materials, methods and engineered systems in operation and maintenance of a manufacturing plant. More engineered systems editorial incorporating related equipment and products as opposed to straight product reporting.	<i>Facilities engineering type</i> editorial reporting primarily on construction, installation and maintenance of — buildings — services — equipment — in that order of importance. More product type editorial reporting as opposed to materials, equipment, methods and systems engineered for use in all operations of the plant.

LIFT

**YOUR ADVERTISING
IS MOST EFFECTIVE**

... in a matching editorial climate

... with related editorial emphasis

**... among readers with power to
buy your kind of products**

You're advertising to the all-industry market. Your campaign theme is **application and use** of your equipment.

In which all-industry publication will these ads work best?

There are three of them—all directed to "all industry"—primarily manufacturing. All are directed to

individuals in "plant operating" functions. But only one offers your advertising the powerful advantage of a compatible editorial climate that *preconditions* the readers for your *application and use* sales approach.

Can you identify them from the brief description shown? Which one would you pick for your "applications and use" campaign? First read the descriptions of all three. *Then lift tape at bottom of page.*

PUBLICATION A?	PUBLICATION B?	PUBLICATION C?
<i>Management approach to plant operations on — personnel, methods and plant ideas on an administrative-management basis.</i>	<i>Technical approach to plant operations on—equipment and facilities on a how-to-apply-and-use basis.</i>	<i>Technical approach to plant operations on — structures and facilities on a how-to-install-and-maintain basis.</i>
<i>A wide group of individuals who administrate operation of a plant. Those in personnel/cost/production/inventory control as well as manufacturing and maintenance. Not necessarily high up in management but a broad base across administrative and operating management.</i>	<i>A concentrated group of individuals who direct the operations of a plant. Those directly in charge of manufacturing and maintenance...with engineering and managerial responsibility over equipment, materials, methods and systems used throughout the plant.</i>	<i>A narrow group of individuals who assist in the operations of a plant. Those in engineering of buildings, yards, facilities, housekeeping, maintenance. Not necessarily in application-and-use engineering, such as manufacturing production, industrial engineering or plant operating management.</i>
<i>Administrative type editorial reporting of plant and equipment trends, on a paperwork dollars and cents approach. Management editorial covering personnel, buildings and methods areas, as opposed to emphasis on engineering and technical equipment. More on ideas, trends and management techniques.</i>	<i>Applications engineering type editorial reporting on applying and using equipment, materials, methods and engineered systems in operation and maintenance of a manufacturing plant. More engineered systems editorial incorporating related equipment and products as opposed to straight product reporting.</i>	<i>Facilities engineering type editorial reporting primarily on construction, installation and maintenance of — buildings — services — equipment — in that order of importance. More product type editorial reporting as opposed to materials, equipment, methods and systems engineered for use in all operations of the plant.</i>

ANSWER: Of the 992 sales and advertising professionals who identified publications in a recent survey* using similar definitions, 56 — 57% named publication B as, MILL & FACTORY. If your equipment is "technical" you need the compatibility of MILL & FACTORY's engineering

type editorial. It reports on the application and use of equipment, materials, methods and engineered systems in the operation and maintenance of a manufacturing plant. MILL & FACTORY IS the publication where equipment application and maintenance advertising works best.

**Conducted by Ross-Federal Corp. Copy on request.*

own 600 stores. These Goodyear "department stores" carry a wide line of home-and-family hard goods, as well as automotive products. Placed in markets where strong dealers are not available, they serve both as models for independent dealers and as training grounds for the company's marketing managers.

DeYoung spends about one-third of his time on the road, sometimes being away for a month at a time. Though in the process he reaches a lot of Goodyear's 60 plants, he adds, "I'm always seeing customers. And wherever I go, I try to sneak into one of our own stores."

"Recently, in Atlanta, I prowled around one of our new stores in a shopping center. I talked with the salesman about business conditions and about his problems. . . . At this store the manager was out attending a sales meeting."

"Always, at dealers' and at our own stores, I give them my card—but only after we've talked and I've looked around. Usually the dealer or manager seems pleased that someone from headquarters is interested in him. Whatever suggestions I may have I make to the home office. It's

best to go through channels."

According to its president, the No. 1 management responsibility at Goodyear is selling. Part of this big job is service, supply and keeping the many millions of customers sold. He answers every complaint addressed to him, and sees that it is followed up. "Almost always," he explains, "we find that the complaint arose from a misunderstanding."

In large letters over the door to DeYoung's office is the line: "We must protect our good name." Quality has long been a mania at Goodyear. It is the subject of monthly meetings of 50 key people in all functions, including the executive v-p for sales. And every day it is instilled anew into all 100,000 employees.

Management supports sales, DeYoung explains, by "developing a product that out-performs competitors; by delivering it at the right time and place and in the right quantity; by making sure that the factory produces it well and at low cost, and that the purchasing department buys materials for it at reasonable cost."

His ideal of the "logistics of supply" is to have "a warehouse in every customer's back yard."

He carries with him "a little yellow book listing all the products we're working on—what we want, what probably will be scheduled for five years or more ahead. We're concerned both with improving present and scheduled products and with pure research that may open up whole new product areas."

The management ties them into long-term sales targets. In 1960 Goodyear's volume declined less than 2%. For 1961—despite the "automotive recession"—the goal is higher. In the U. S. this company now sells 30% of the whole industry's original-equipment tire volume and 20% of all tire replacements. Though sales of new cars and trucks are lower thus far in 1961, the number of vehicles on the road continues to grow. The longer people keep their old cars, the greater their need for replacement tires—on which the industry gets higher profit margins.

► Russell DeYoung "sells" Goodyear to its own people—as a good place to grow. He points out that, of 65 executive changes in the last three years, all but two of the posts were filled from within. Though the spread of the company into other industries and around the world has multiplied problems of "communication," he is sure that clear policies, consistently carried out, will keep Goodyear rolling ahead.



Third largest market in IOWA-ILLINOIS

(ROCK ISLAND, MOLINE, E. MOLINE ILLINOIS, . . . DAVENPORT, IOWA)

\$591,548,000

worth of QUAD-CITY BUYING POWER

Buying power has moved up BIG in the Quad-Cities - third largest market in Iowa-Illinois. Quad-City hometown newspapers put you in touch with 100% of the 84,500 modern households . . . 272,400 people. This massive coverage delivers with it the time-tested impact it takes to sell the goods. Make the BIG buy the economical way - with Quad-City Newspapers. Total daily circulation in excess of 109,000.

DEFINITION	POPULATION ESTIMATES 1/1/61				RETAIL SALES - ESTIMATES 1960			
	Total (thous.)	Households (thous.)	C.S.U. (thous.)	Total E.B.I. (\$'000)	Total (thous.)	Food (\$'000)	Auto-motive (\$'000)	Drug (\$'000)
QUAD CITIES (Davenport Rock Island and Moline-East Moline area.)	272.4	84.5	93.9	591,548	359,286	79,344	55,783	13,707

Copyright 1961, Sales Management Survey of Buying Power; further reproductions not licensed.



THE COMPLETE COVERAGE MEDIUM OF THE MARKET QUAD-CITY NEWSPAPERS

DAVENPORT EVENING TIMES
DAVENPORT MORNING DEMOCRAT
Represented by Jann & Kelley, Inc.

MOLINE DISPATCH
ROCK ISLAND ARGUS
Represented by Allen-Klapp Co.



AVARD E. FULLER
Fuller Brush Co.

► The president of 55-year-old, \$111-million volume Fuller Brush Co., Hartford, emphasizes that "our business, predominantly, is sales. Our middle management has come primarily from the field sales organization, and we're planning to put field

Sales Managers
tell us
**Financial
Stability**
*is important in the
carrier they choose*



Shippers "in the know" respect the fact that **DC** operates in the black!

Businessmen know from experience that a financially healthy company is a good one to do business with. Selecting a bank or choosing a supplier, you look for careful management, progressive thinking, efficient operation.

When you invest valuable time and money in transporting raw materials or finished products, it makes equally good sense to entrust them to a successful carrier!

Last year, D-C again maintained an impressive operating ratio while moving more than a *billion* pounds of freight. That's why D-C has money to plow back into new

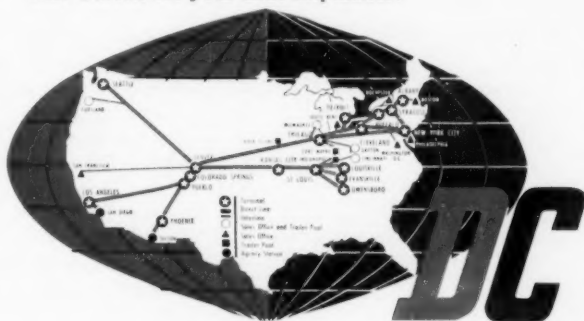
equipment, preventive maintenance, expanded terminal facilities.

With million dollar morale top to bottom and coast-to-coast, D-C specializes in service that benefits everyone. More daily schedules from 18 key cities. Less time on the road or in a terminal. It's the service you'll profit from when you choose the Dependable Carrier for your next shipments!

DENVER CHICAGO TRUCKING CO., INC.



the **ONLY**
direct coast-to-coast
carrier!



Mr. President:

It will pay you to review the
DIVERSIFIED prosperous
growing Allentown Market.

FIRST:

IN RETAIL SALES
PER FAMILY
IN PENNSYLVANIA

\$4,448*

TOTAL RETAIL SALES
\$232,258,000

Call

STORY, BROOKS & FINLEY INC.
For Full Information

THE MORNING CALL

EVENING CHRONICLE

SUNDAY CALL-CHRONICLE

ALLENTOWN, PENNA.

*A-B-E Metro Market 1961 Sales
Management

The President as a Marketing Leader

"PRODUCT PLANNING—The president must not only support the necessary research programs, but he must encourage a certain amount of experimentation and new departures. If he forces his marketing people to hang their careers on the line every time something new is done, there will never be anything new. He must, therefore, personally share the responsibility for new products he believes in, and he must learn to believe in more than just the most absolutely sure-fire new products."

... see page 18

men into the top sales posts at headquarters.

"As for myself," says Avard E. Fuller, "I leave to others the production and financing functions—and I concentrate on sales. If necessary, we could buy our products outside. But always—every year and every day—we must go on building our own sales."

► Avard is the third Fuller to be president of the company. His father, Alfred C. Fuller, founder, continues to be chairman. Two years ago Avard was advanced from vice president on the death of his older brother, Howard, in an automobile accident.

Through long decades "the Fuller Brush man" (dealer) has personified what Alfred Fuller calls "creative selling" and "aggressiveness." Both Alfred and Howard had their full share of the latter quality. But Avard still admits to being "shy."

In his quiet way, however, he is organizing for the \$200-million volume to come in the next few years. Helping him to ride herd on the 6,500 door-to-door dealers are six district managers, 100 branch managers and 700 field sales managers. All of them work on commission—the managers getting overrides on the volume of their dealers. Thus, though the gross earnings of the average dealer are less than \$10,000, each of the district managers makes more than \$100,000.

Without hoopla, songfests or frenzied fanfare, everyone in the far-flung Fuller setup continuously stirs and stimulates the dealers to still greater endeavors.

► Steadily, too, the field managers must hire and train more and, if possible, better and more durable dealers. Turnover is high. And though the "Fuller Brush man" may seem to be knocking at every door, the president can see opportunities in the U.S. alone for three times as many dealers.

Alfred and Howard "dominated." But Avard works with and through groups. He listens to others' opinions before he decides. At the same time he seeks to organize and deputize.

After becoming president, Avard admitted that his father could "ride roughshod over the rest of us." Now, he says that "Dad exercises no veto power. He questions. But when I insist, I can get my own way."

Despite his strong, personal, day-and-night concern with sales, Avard Fuller guides the company as one

member of a triumvirate which, he explains, "acts in concert." The other two members are Ralph W. Carter, v-p and general sales manager, and Harold L. Hart, v-p and promotional sales manager.

The difference between these two functions is that Carter guides the whole field-selling operation, while Hart seeks new merchandise, directs packaging and, among other media, the 60 million annual copies of the Fuller Brush Magazine.

In triumvirate meetings, Avard Fuller explains, "I rarely have to veto. The others can persuade me. But as president I must make the final decisions."

For two years Avard has been busy rebuilding. Though reluctant to criticize his brother, he admits that "morale was low. Every dealer operated in his own way. We lacked systematic and standardized training. Despite intensified efforts, the number in our total dealer group was declining.

"We've changed that trend. Today, we have a record 6,500 dealers. One reason is that the branch managers now must recruit them personally."

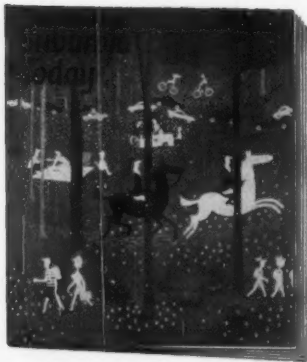
► Avard was not "intended" to be president. He joined the company as a draftsman, and helped to design machines that reduced the cost of production. During World War II, under Howard, he went out into the field to keep dealers and their customers happy in the face of product shortages. At that time he did some door-to-door selling—and explaining. Then he returned to Hartford to develop the industrial division.

The presidency has cost Avard a lot of sleep. He admits that he's not "an idea man." But he thinks he is "a pretty good judge of people." When a field manager is in a critical spot, he strives personally to help him.

In the course of traveling about 40,000 miles a year, the president addresses all six district meetings. When he gets to the meeting in one of the manager's areas, he says, "I'll talk privately with him." He would much rather work to find ways to develop the man than fire him.

But Avard makes it clear that "I don't let 'situations' ride along. The loss or inadequacy of a key field manager can be felt down to the last dealer in a branch. I'll go out personally to deal with the situation before it gets too serious."

He knows all the branch managers



THE QUIET REVOLUTION

No battles...no gun fire...just the growl of a bulldozer clearing land for another group of suburban homes...the rumble of a cement mixer pouring the foundation for another giant shopping center...the march of moving vans taking America's money-making, know-what-they-want young families away from the cities.

Look around you wherever you live or work.

The crowded cities are becoming the territory of the old and rich and the very poor, a fortress of factories and offices. The growing families, the *buying* families have moved to the suburbs to raise their children.

What does this mean to your sales strategy?

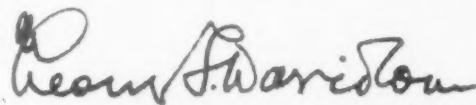
It means that the past decade's selling rules for major urban markets may be obsolete if they omit *special emphasis* on the rich suburban segments and *special support* for your suburban dealers. More and more, successful retailers have followed their best customers from the cities to the suburban shopping centers with branch stores which in very many cases now account for a major portion of total sales in the market.

The success of SUBURBIA TODAY in the last three years has been a real barometer of this change. A brightly edited, colorful magazine designed to appeal to the above-average taste, SUBURBIA TODAY is distributed with 230 local newspapers in upper-income suburbs only. It offers the national advertiser an opportunity to strengthen his schedule by reaching over a million and a half suburban families often skipped by the urban concentration of mass media and metropolitan newspapers.

Are you winning customers and building sales in The Quiet Revolution?

Check with your agency. They'll agree that some accurate shots in the pages of SUBURBIA TODAY would be well aimed at both your most promising, growing market and your local retailers.

Incidentally, if you don't receive SUBURBIA TODAY in your local paper, drop us a line and we will be delighted to put you on our complimentary list. It's the sort of magazine you and your family would enjoy.


Publisher

Patrick E. O'Rourke
Advertising Director
153 N. Michigan Avenue
Chicago 1, Illinois

Suburbia Today
THE MAGAZINE OF PLEASANT PLACES

153 North Michigan Avenue, Chicago 1, Illinois

Ford King
Advertising Manager
575 Lexington Avenue
New York 22, New York

DETROIT • • • • • CLEVELAND • • • • • LOS ANGELES • • • • • SAN FRANCISCO

PLAN YOUR DIRECT MAIL CAMPAIGN PROPERLY — SELECT THE RIGHT LIST!

Primary requisite for the effective use of Direct Mail is the completeness and accuracy of the mailing list.

Industry's buyers are never static. New names must be constantly added, deleted, changed, checked and rechecked.

Uniquely equipped to handle that important detail is McGraw-Hill's huge circulation department, which is specially staffed with a group of 90 experts, whose combined abilities keep our lists as complete and accurate as humanly possible.

Why not specify a McGraw-Hill list on your next mailing? It's your best possible insurance against failure.

Write for our free catalog today!

McGraw-Hill Direct Mail Division
330 West 42nd Street
New York 36, New York

3RD LARGEST MARKET IN ILLINOIS-IOWA



These three important factors establish Quad-Cities as a currently ACTIVE MARKET:

1. Population increase brings area to new high of 270,000. Third largest market in Iowa-Illinois. Among first 100 in U.S.A.
2. Employment reverses national trend with substantial gain. Now at 109,625.
3. Spendable income per family estimated at \$7001.

Illinois zone of Quad-Cities represents 56% of metro population.

QUAD-CITIES LARGEST COMBINED DAILY CIRCULATION
ROCK ISLAND ARGUS
and
MOLINE DISPATCH
REPRESENTED BY ALLEN-KLAPP CO.

personally and, "at least by sight," the 700 other field managers. But he admits to being "weak on names."

His talks at the meetings are primarily on recruiting: "I won't let our field managers insist on holding men. I tell them I don't give a damn about turnover. I want men who feel they must leave to do so with a good taste in their mouth for Fuller Brush Co."

He knows why dealers drop out: "Some of them simply aren't aggressive. Some lack the stamina to make the necessary 40 to 50 demonstrations a day. Some would rather not plod through snow or rain or heat to earn their family's bread. Some get lonely, and would rather make less money but be with people in a shop or office."

"And a lot of them, of course, are simply transients, glad to work hard, for a while, to make extra money. . . . In the time they are with us the transients actually produce more business per man than do our 2,500 regulars. But the veterans are the solid core of our business."

"I enjoy being with the men at a meeting," he continues, "and I enjoy looking back at a meeting. But I never look forward to one. After my prepared spiel is over (I've learned not to try to speak off-the-cuff because I always forgot too much that I'd intended to say), I like to have a drink with the boys."

The president also talks regularly to the 24 distribution managers. These men, who direct the company's warehouses across the country, he explains, "keep our dealers alive. Before the dealers can be paid for their orders, the distribution managers must get them out fast and right. . . . Our distribution system has long been good. But it's better now."

► The company itself has limited ownership. One-third of the stock is held by the Fuller family and nearly all the rest of it by managers and supervisors at Hartford. Now, Avard says, "branch managers will get stock."

Though sales rose by \$6 million in 1960, profits dipped. This year, however, he expects both sales and profits to be higher.

"Our products used to be overpriced. Now they are competitive. In fact, in recent months we've even introduced a 'loss leader.' This is a new-and-improved Fulbrite floor wax. Though the company loses money on it, the dealers get full markup. Already this product has helped us to

increase both field manpower and average sales per dealer. Thus, in the long run, it will pay off for us, too."

Under Avard, Fuller Brush Co. is doing all right. And in these two years of "95% concentration on selling," Avard confides that "I have probably developed more than in any other two years of my life."



VINCENT C. ZIEGLER
Gillette Safety Razor Co.

► When you call Vincent Ziegler in Boston, Russell DeYoung in Akron, Avard Fuller in Hartford, Robert H. Quayle or William F. Crawford in Chicago, probably the secretary will answer:

"He isn't here. He's on the road."

Further questioning uncovers the fact that, on that particular day, Mr. President is in Portland, Ore., or Pensacola, Fla. — personally engaged in selling. He'll be working not only with his own field people but with distributors and dealers. Probably he is calling on stores, unattended and, incognito—before he makes his identity known he gets reactions to his company's policies, products and promotions. When he returns to headquarters, he takes steps personally to strengthen them.

In today's complex economic life, financial, legal and other "non-selling" functions press down on corporate managements. But presidents who are building strongly for today and tomorrow—the presidents, for instance, of Gillette Safety Razor and Goodyear, of Norge Appliances and Edward Valves and Fuller Brush—still make the time to personally capture, care for and cultivate customers.

These presidents devote from 25% to 95% of their working weeks to

active, personal sales development.

Then, after hours, they go out and do some selling.

One man would need nine lives to reach in person all the 650,000 U. S. retail outlets of Gillette Safety Razor Co. But despite the fact that the number of outlets continues to grow, and that, as president of this company since 1958, he must meet a lot of other problems, Vincent Charles Ziegler still spends 25% of his time on the road.

Were he to add to this the time he devotes to such things as sales planning and sales-executive development, or to advertising and sales promotion, the direct "marketing area" would consume the bulk of his man-hours.

Also to be added must be his concern with research and development of the products which the 125-man sales force will offer tomorrow.

► The "log" of a recent representative Ziegler month shows that: during Week No. 1 he worked with R&D in Boston on new products, saw a presentation of the advertising agency (Maxon, Inc., of Detroit), went to Montreal to coordinate Canadian Gillette with his U. S. operations, and lunched in Boston with key R&D and engineering people.

(Every three months Ziegler holds a meeting of principal executives of each of the nine departments — including sales and advertising. Continually, he stresses the need for stronger and clearer "communications.")

Week No. 2 found him calling on drug-wholesaler customers throughout the West, Southwest and Northwest. During Week No. 3, among other duties he attended a meeting on plans for the company's new \$7-million factory, construction of which has just started on an adjoining site in Boston, and worked on "seminars."

Gillette poses management and marketing problems for teams of "comers" in the company to solve. Similar seminars are held for promising young men in the manufacturing and controller's departments. The company is striving hard to build the size and caliber of its supply of middle-management material. "I keep track of everyone who, in the opinion of his department head, rates advancement," Ziegler explains. "From a group of 32 of these will come our executives of tomorrow. One of them will be president."

Each spring, at a 2-day meeting of

WHERE DID IT STRIKE?

(which competitors are
releasing national
schedules where)

ACB Schedule Listings Tell

This service covers "National" newspaper advertising placed by your competitors. When the first ad breaks (no matter where) we'll spot it—and report it. No longer will competition start campaigns in remote cities—test

or otherwise—without your knowing about it. Tells where and when ad ran: supplementary reports list additional ads giving a record of entire schedule. With Linage & Cost Summary also supplied if desired.



We read every daily newspaper advertisement

THE ADVERTISING CHECKING BUREAU, INC.

NEW YORK, 353 Park Avenue South • CHICAGO, 18 South Michigan Avenue
MEMPHIS, Tenn. • COLUMBUS, Ohio • SAN FRANCISCO, 51 First Street

Send today for descriptive material and free catalog.

PORT CLEVELAND

"THE INDUSTRIAL GIANT"

NOW ONE OF THE 15 HIGHEST per household incomes in the nation

\$7,711⁰⁰ per family per year

--average for the nation--

\$6,898⁰⁰

**COLORFUL
POSTERS**

reach this fabulously rich
purchasing power....



**Cleveland, Cincinnati, Toledo, Elyria, Lorain,
Fremont, Sandusky, Tiffin and Ashtabula.**

FOR MARKET INFORMATION WRITE TO:

Packer

4600 CARNegie AVE., CLEVELAND, OHIO

"BUILDING A DYNAMIC SALES ORGANIZATION"

An entirely new
three-day program
developed and presented
by

DR. ROBERT N. McMURRY
(author of "The Mystique of
Super Salesmanship" in
March-April issue
Harvard Business Review)
and his Associates

Oct. 30 through Nov. 1, 1961
Hotel Mark Hopkins
San Francisco

For details, write:

The McMurry Company
650 Russ Building
San Francisco 4, California



Washington's most convenient meeting place...

with every modern facility for a conference or a convention.

Completely air-conditioned—spacious ballrooms, 11 additional meeting rooms, attractive dining facilities. Capacity 20 to 1200. Write for complete convention information.

the Willard, Washington, D. C.

"The Residence of Presidents"

14th Street & Pennsylvania Avenue, N.W.
Telephone: NAtional 8-4420 • Teletype WA732

all key executives at the Lord Jeffrey hotel in Amherst, Mass., "we review each of our 32 prospects. (We may add a name or two.) Then, twice a year, I sit down with all of them in groups of four or five. We give each of them three years' training in marketing, manufacturing and 'controlling.'"

The president insists that "every department head, every year, spend some time in the field with our sales people. And for major promotions in all departments, actual sales experience is required."

During Week No. 4 of this "five-week month," Ziegler was busy with duties as a group chairman of Boston's United Fund.

And in Week No. 5 he was with Lou R. Maxon of Maxon, Inc., in Detroit, and later met with the Product Research group in Boston. Then he joined a Gillette sales manager in New York at a meeting of key executives of Metropolitan Tobacco Co.

After pre-World War II experience in advertising, for Dodge motor cars, and in sales with Hiram Walker, Inc., distiller, Vincent Ziegler joined Gillette in 1946 as assistant to the vice president for sales. He moved up from eastern division sales manager to sales vice president.

► Throughout the world today, Board Chairman Carl J. Gilbert can count 30 divisions and subsidiaries of The Gillette Co.—including Toni, Paper Mate, Gillette Laboratories and Harris Laboratories in the U.S. But nearly half of the worldwide volume, in all products, is done by the Safety Razor Co. in this country.

In the 15 years 1946-60 Gillette Company's sales more than quadrupled to a record \$224.7 million, while net profit nearly quadrupled to a record \$37.1 million. In the first quarter of 1961 both sales and profits gained nearly 20% more. Despite the rise of "wet" and then of "dry-shave" competitors, more than half of American males still start their day with Gillette.

"We intend to keep on growing faster than the market," says Ziegler. Though he will not reveal future sales-and-profit targets, he points out that the spring meetings of 17 key executives at Amherst also "review the last year and then look ten years ahead. Last March we made our projections for 1971—in terms of the probable

gross national product, disposable income and consumer expenditures. Our own growth trend has been close to all three of these factors. Currently, it is ahead of them. We intend to stretch the difference as much as we possibly can."

Gillette regards as a competitor "everyone with mass distribution who seeks point-of-purchase displays." Retailers appreciate the fact that in its own displays this company is broad-minded: "There's space on them," Vincent Ziegler says, "for four or five competitors' products—as well as our own."

► As eastern division sales manager from 1949 to 1951, Ziegler supervised a territory that reached from Maine to Florida. "In my first year," he remembers, "I called on 5,000 stores, at a 20-stores-a-day clip. I tried to learn from everyone. When I saw a girl in a New York store break her finger nails on one of our display cartons, I sold headquarters on easy-open cartons."

Among the various vice presidents under Ziegler in the Safety Razor Company today are William G. Salatch, for sales, and A. Craig Smith, for advertising.

The president emphasizes that he does not "interfere" in their jobs. "A lot of advertising copy and commercials go through that I don't even see," he says. But on at least one occasion the president has spawned a "theme."

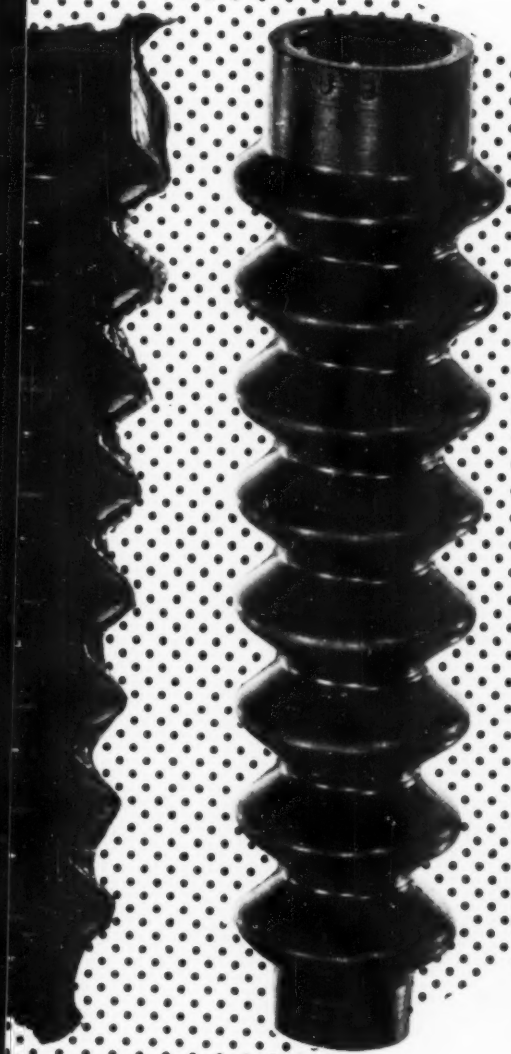
Early in 1960 Gillette introduced a Super Blue blade which, it was convinced, was a real "breakthrough" in shaving ease. But by then superlatives for blades and every other type of product had labored so hard and long that Ziegler decided on a "restrained" approach. In all-text ads in large space in a wide list of newspapers, headlines said simply: "Gillette Offers a New Blade So Good It's Hard to Describe."

TV commercials were muted, too: Journalists told of their experience with Super Blues. To spread the word further, Gillette sent sample blades to leaders in business, communications, education and other fields.

Though annual sales targets are ever higher, Ziegler emphasizes that "we don't beat our salesmen over the head. We do try to arm them, on every sales call, with tools, information and ideas. Their job—and mine—is making more and better friends for Gillette." ♦

LMH

RUBBER WORLD



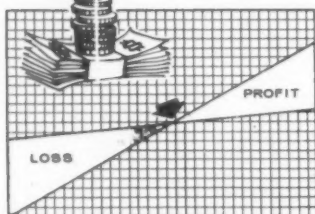
CAN THESE ARTICLES BE FROM THE



Silicone in surgery

1. To replace faulty heart valves.
2. To repair tears in the dura mater, the membrane that covers the brain.
3. To restore sight to hundreds of persons with detached retinas of the eye.
4. To save the lives or minds of thousands of babies with hydrocephalus, the all-too-familiar "water on the brain."
5. To repair tendons in crippled arms and legs.

To reconstruct the bodies of



The BREAK EVEN POINT

By SPENCER A. TUCKER

Martin & Tucker, Little Neck, N. Y.

THE billion-dollar corporation and the small shop have entirely different... but they share the same...

Basically the break-even chart is... pricing sales and costs to find out the...

THE position of cis-1,4 polyisoprene (natural rubber) is well established in the world economy. It is also well known that although *trans*-1,4 structure approaches 100% cis-1,4 structure, it varies as to molecular weight, gel content, cure rate, and plasticity.

the properties of the resultant polymer are influenced by plasticity, the set-gel relationship, and departure from homogeneity.

Polymerization

A... reaction product of TCB...

Available Synthetic Rubber Latexes

A complete list of synthetic rubber latexes available in the United States and Canada including Acrylic, SBR, CR, Fluorocarbon, IR, and NBR types for use in the rubber, textile, paint, paper and adhesive industries

CONTINUING the series of tabulations of presently available rubbers and resins, we are very pleased to be presenting this month this list of latexes. Many requests for this information have been received, and we are happy to provide this service.

A major problem with lists of this nature is the extremely large number of changes which take place between the time we receive the latest information from suppliers and the time the list appears in print. We hope, however, that this list will provide most of the grades available and serve as a guide for adding new grades as they become available.

ABBREVIATIONS FOR SYNTHETIC RUBBER LATEXES

Abbrev.	Description
AI	Acrylic
AM	Ammonium Soap
AN	Acrylonitrile
BR	Butadiene
CC	THE BORDEN CHEMICAL CO.
IR	Isoprene
NC	Nitrile
NR	Natural Rubber
SR	Styrene
TR	Thiophene

One Cause of

Poor Pigment Dispersion in Rubber

Adding acidic and basic ingredients together, such as stearic acid and zinc oxide, is shown to be a possible cause of formation of agglomerates

By C. A. CARLTON

J. M. Huber Corp., Borger, Tex.

Effect of Gel and Structure on the Properties of Cis-1,4 Polyisoprene¹

Synthetic cis-1,4 polyisoprene made so as to have high molecular weight, relatively low gel, and not over 5% 3,4 structure equals *Hevea* rubber in both raw and vulcanizate properties

By C. F. GIBBS, S. E. HORNE, JR., J. H. MACEY, and H. TUCKER
B. F. Goodrich Co. Research Center, Bracksville, O.

she found that when zinc oxide and stearic acid were added to synthetic rubber at the same time as the rubber was mixed, the dispersion was better in some types of rubber. The sulfur content of NBR (nitrile) and butyl SBR gave better dispersion than other IR (butyl) and oil extended SBR. of the type of rubber being used, she here to insure satisfactory dispersion of the pigment in the rubber.

Yes! From RUBBER WORLD with its new, modern publishing concept

Today's rubber chemist is breaking out of his mold

The rubber chemist can no longer be confined strictly to technical compounding. The rubber business is moving too fast. He's a trouble-shooter and advisor to production departments. He's now involved in management decisions on efficiency, materials handling, personnel training, new fields for company expansion—all in addition to keeping up with rapid advances in new materials and techniques. He's no longer a chemist, he's a *chemist/executive*.

So technical information is no longer enough for today's chemist/executive. He must know everything that's going on that may affect his industry.

Today's RUBBER WORLD meets and anticipates the rubber chemist/executive's information needs

It has a new publishing concept: to explore and report the full range of the rubber chemist/executive's information needs...to inquire into management techniques, into other industries that offer solutions to rubber industry problems.

AME MAGAZINE?

to New Fields

and processing, mail and baggage handling

Manufacturers Association, Inc., reports. However, development of solid-worm carcass testing, which is simpler to manufacture than the present multiple holes, may encourage entry of new firms into the field.

At present the leaders are those of the rubber industry: Big Five, Goodyear, Goodrich, and U. S. Rubber; Dunlop Rubber (Dunlop), and Goodyear-Manhattan.

Training Inspectors for Quality Control

A VARIETY of plans may be set up to train personnel for a quality-control program. Which one is best suited to a particular company depends on the jobs to be filled in carrying out the quality-control program. This in turn depends on both the long-term and short-term objectives of the program and the plan devised

duties rapidly and well with a minimum of supervision. An inspector must know quality-control procedures, must understand and properly interpret quality standards, must use measuring equipment, must keep accurate records, and must report production of off-standard materials so that corrective action can be taken.

completing such a of responsibility as that the inspector is addition, the quality control program.

Chemistry of Carbon Black In Rubber Reinforcement¹

illustrated that combined oxygen on the surface of carbon black plays a relatively minor role in the chemical effect of carbon black upon rubber cement; the nature of the carbon surface itself plays the major role

By C. W. SWEITZER, K. A. BURGESS, and F. LYON
Columbian Carbon Co. Research Laboratories, Princeton, N. J.

and basic properties of carbon black by pH measurements and correlated pH with cure rate, as shown in Figure 1. This work was one of the first attempts to rationalize the effect of carbon black surface chemistry on rubber reinforcement, and the studies indicated that the chemistry of the carbon black particle could play a significant role in the behavior of carbon-rubber composites.

At the same time, RUBBER WORLD continues to report fully the technical developments in the rubber industry. But with a difference!

Edited for quick absorption

Today's RUBBER WORLD is a fast-reading, interestingly-written magazine. It has been restyled with a fresh, modern, clean-cut look designed to save the reader time while it exposes him to its full range of articles and features.

RUBBER WORLD's experienced staff is a balanced team of skilled journalists and skilled technologists—editors who know how to recognize topics of vital interest to the in-

dustry...who know how to go out after a story, dig out all of its implications, and turn out a thought-provoking, helpful article.

Sparks great interest, heavier reader-traffic

Today's RUBBER WORLD goes far beyond the "technical society" magazines—which serve mainly as repositories for technical papers. RUBBER WORLD covers this specialized area, too, but it also has the added interest and traffic generated by the skillful handling of technical news and broad industrial subjects.

More eyes more often on your ads

In today's RUBBER WORLD you can expect greater readership *all the way through the magazine.*

Solidly written interpretive articles on foreign news, industrial news, and legislative and market developments make every page of RUBBER WORLD a heavy-traffic page.

It has the kind of editorial excitement and reader incitement that carries over to your ads, gives them greater exposure, lets them work harder than they've ever worked before.

You'll find it all in the new RUBBER WORLD. Take another look at it today and ask yourself if you don't want a larger share of this new surge of interest through a larger advertising program.

RUBBER WORLD

A BILL BROTHERS PUBLICATION
630 THIRD AVENUE
NEW YORK 17, NEW YORK



BUSINESS OFFICES

ROBERT L. MILLER

Advertising Sales Manager

630 Third Ave., New York 17, N.Y.

YUkon 6-4800

JOHN P. GIUNTA

Eastern Sales Manager

WILLIAM T. BISSON

Midwest Sales Manager

163 West Exchange Street

Akron, Ohio

FRanklin 6-8187

RICHARD S. RAILTON

Representative

681 Market Street

San Francisco 5, Calif.

SUtter 1-1060

H. JAMES THACKER

Representative

The Thacker Company

1330 Wilshire Boulevard

Los Angeles 17, Calif.

HUbbard 3-5308

DON WALKER

Representative

333 North Michigan Avenue

Chicago 1, Illinois

STate 2-1266

RUBBER WORLD

A BILL BROTHERS PUBLICATION

A 5 Point Plan for Profit-Oriented Advertising

By JOSEPH F. ANDERSON
Advertising Manager, Dictaphone Corp.*

Advertising is big business—a well-known fact. But look at it another way:

- In many companies the annual advertising budget is the largest marketing expenditure.
- In some firms the amount spent for advertising is close to the annual net profit.
- In others the advertising budget exceeds dividend payments to stockholders by a two-to-one margin.

Because advertising is bigger than ever today, the much-discussed profit squeeze is exerting two strong pressures on the advertising budget.

First, marketing must make this operation more profitable by using all the cost-saving techniques common to other functions in the company. Second, management must plan this investment with greater professional skill so that advertising can help increase profits from goods sold.

This renewed interest in orienting

advertising to profits is translated into action in five ways. Not surprisingly, these prime ingredients of profit-oriented advertising are the common-sense essentials of almost every successful business operation. They are:

1. Understanding
2. Defining objectives
3. Determining how much to spend
4. Regular review
5. Discipline

1—Understanding

While almost all companies handle their advertising on a firm business-like basis, there is still a great deal of truth to a popular impression that existed not too long ago.

In those days the advertising manager and “those strangers from Madison Avenue” held forth in a corner of the executive floor. No one quite knew what they did, but the results were clever, unusual and surely productive. Top management often looked at the advertising budget with a controller’s eye. The advertising manager padded his budget and took

all that the traffic would bear.

Then along came million-dollar budgets, 4-color bleeds, million-plus print runs, and television. The untouchables began to hear such questions as “why can’t we,” “will it pay off,” “can we use small space rather than full pages,” “why do we have to spend so much for art work,” and so forth.

Top management was beginning to look more deeply into advertising methods, and advertising began to look into itself. A major step was made in 1958 with the development by the Assn. of National Advertisers of its Advertising Management Guidebook series, a rich collection of practical examples pointing the way to better planning, better budgeting and better profits from advertising investments.

There is a saying in management circles regarding advertising that happily is fast disappearing from the scene. One still hears it once in a while, and it goes something like this: “I am no advertising expert, but . . .”

Today’s top management, however, must be experts on marketing and ad-

* And Chairman, Advertising Administrative Control Committee, Assn. of National Advertisers.

BUSINESS OFFICES

ROBERT L. MILLER

Advertising Sales Manager

630 Third Ave., New York 17, N.Y.

YUkon 6-4800

JOHN P. GIUNTA

Eastern Sales Manager

WILLIAM T. BISSON

Midwest Sales Manager

163 West Exchange Street

Akron, Ohio

FRanklin 6-8187

RICHARD S. RAILTON

Representative

681 Market Street

San Francisco 5, Calif.

SUTter 1-1060

H. JAMES THACKER

Representative

The Thacker Company

1330 Wilshire Boulevard

Los Angeles 17, Calif.

HUbbard 3-5308

DON WALKER

Representative

333 North Michigan Avenue

Chicago 1, Illinois

STate 2-1266

RUBBER WORLD

A BILL BROTHERS PUBLICATION

A 5 Point Plan for Profit-Oriented Advertising

By JOSEPH F. ANDERSON
Advertising Manager, Dictaphone Corp.*

Advertising is big business—a well-known fact. But look at it another way:

- In many companies the annual advertising budget is the largest marketing expenditure.

- In some firms the amount spent for advertising is close to the annual net profit.

- In others the advertising budget exceeds dividend payments to stockholders by a two-to-one margin.

Because advertising is bigger than ever today, the much-discussed profit squeeze is exerting two strong pressures on the advertising budget.

First, marketing must make this operation more profitable by using all the cost-saving techniques common to other functions in the company. Second, management must plan this investment with greater professional skill so that advertising can help increase profits from goods sold.

This renewed interest in orienting

advertising to profits is translated into action in five ways. Not surprisingly, these prime ingredients of profit-oriented advertising are the common-sense essentials of almost every successful business operation. They are:

1. Understanding
2. Defining objectives
3. Determining how much to spend
4. Regular review
5. Discipline

1—Understanding

While almost all companies handle their advertising on a firm business-like basis, there is still a great deal of truth to a popular impression that existed not too long ago.

In those days the advertising manager and “those strangers from Madison Avenue” held forth in a corner of the executive floor. No one quite knew what they did, but the results were clever, unusual and surely productive. Top management often looked at the advertising budget with a controller’s eye. The advertising manager padded his budget and took

all that the traffic would bear.

Then along came million-dollar budgets, 4-color bleeds, million-plus print runs, and television. The untouchables began to hear such questions as “why can’t we,” “will it pay off,” “can we use small space rather than full pages,” “why do we have to spend so much for art work,” and so forth.

Top management was beginning to look more deeply into advertising methods, and advertising began to look into itself. A major step was made in 1958 with the development by the Assn. of National Advertisers of its Advertising Management Guidebook series, a rich collection of practical examples pointing the way to better planning, better budgeting and better profits from advertising investments.

There is a saying in management circles regarding advertising that happily is fast disappearing from the scene. One still hears it once in a while, and it goes something like this: “I am no advertising expert, but . . .”

Today’s top management, however, must be experts on marketing and ad-

* And Chairman, Advertising Administrative Control Committee, Assn. of National Advertisers.

vertising if they are to properly criticize the advertising message and supervise the spending of the money. They can't just lean on that old crutch, and then proceed to rip apart an idea, even though it may sometimes be a poor one.

On the other side of the coin, advertising men must be management experts. William H. Burkhart, chairman of the board of Lever Brothers Co., observes that "the principal problem of advertising men is to understand the responsibilities of management. Only by doing this can they make their plans in such a way as to help management implement its programs and policies and attain its objectives."

So understanding means simply this: mutual agreement by top man-

agement and marketing management and its advertising associates of just what the money allocated to advertising can and should do for sales and profits.

And "top management" includes the members of the board, who also have a word in what is said in print, radio, TV or other media. Nothing can be more disheartening and more detrimental to profit-oriented advertising than one of the directors' phoning the president and presenting an uninformed critique on a commercial that has just appeared on television (one that might have cost \$12,000 to produce and is planned to repeat another 25 times).

The board of directors' role in advertising should be a welcome one to marketing management. But this role

requires a thorough understanding of the company's advertising strategy on the part of the directors.

Sidney Weinberg, senior partner of Goldman, Sachs & Co., probably has looked at more advertising budgets in the multi-million-dollar category than any other man. He currently sits on nine boards of directors, and of these five are well up among the hundred largest national advertisers. He says:

"Directors today are more familiar with advertising. Management helps orient us and we get advertising presentations. In one company, for example, directors see the advertising plans every quarter. We must spend for advertising in order to get more sales and profits, but we want the assurance that it will be spent wisely and safely." He further emphasizes that "directors are not necessarily specialists in advertising, but they do act on special advertising expenditures."

2—Defining Objectives

A prominent agency president once remarked that his firm spent a considerable amount of its clients' money for research. However, he pointed out that in the final analysis, when he looked at the campaigns, he picked the one that made his ears red.

Selecting advertising strategy by quickened heartbeat is getting to be as old-fashioned as flying by the seat of one's pants. It just can't be done profitably. It can't be done, that is, unless the creative effort is disciplined by a firm set of objectives.

Mel Baker, marketing manager for the Post Division of General Foods, points out that "the first thing the advertising product manager had better do is write down what his business objectives are for his product, both short- and long-term: next year, and five and ten years in the future. He would be well-advised to get his management's approval that these are sound, realistic, attainable objectives before he develops his plans."

From our earliest school days, all of us have been cautioned to put on paper just what we plan to do. We know it saves time, energy, and money. More importantly, it is appropriate self-discipline which always results in better advertising thinking.

Many of us reach for a solution before we have thought through what a problem really is. Charging off in all directions costs money.

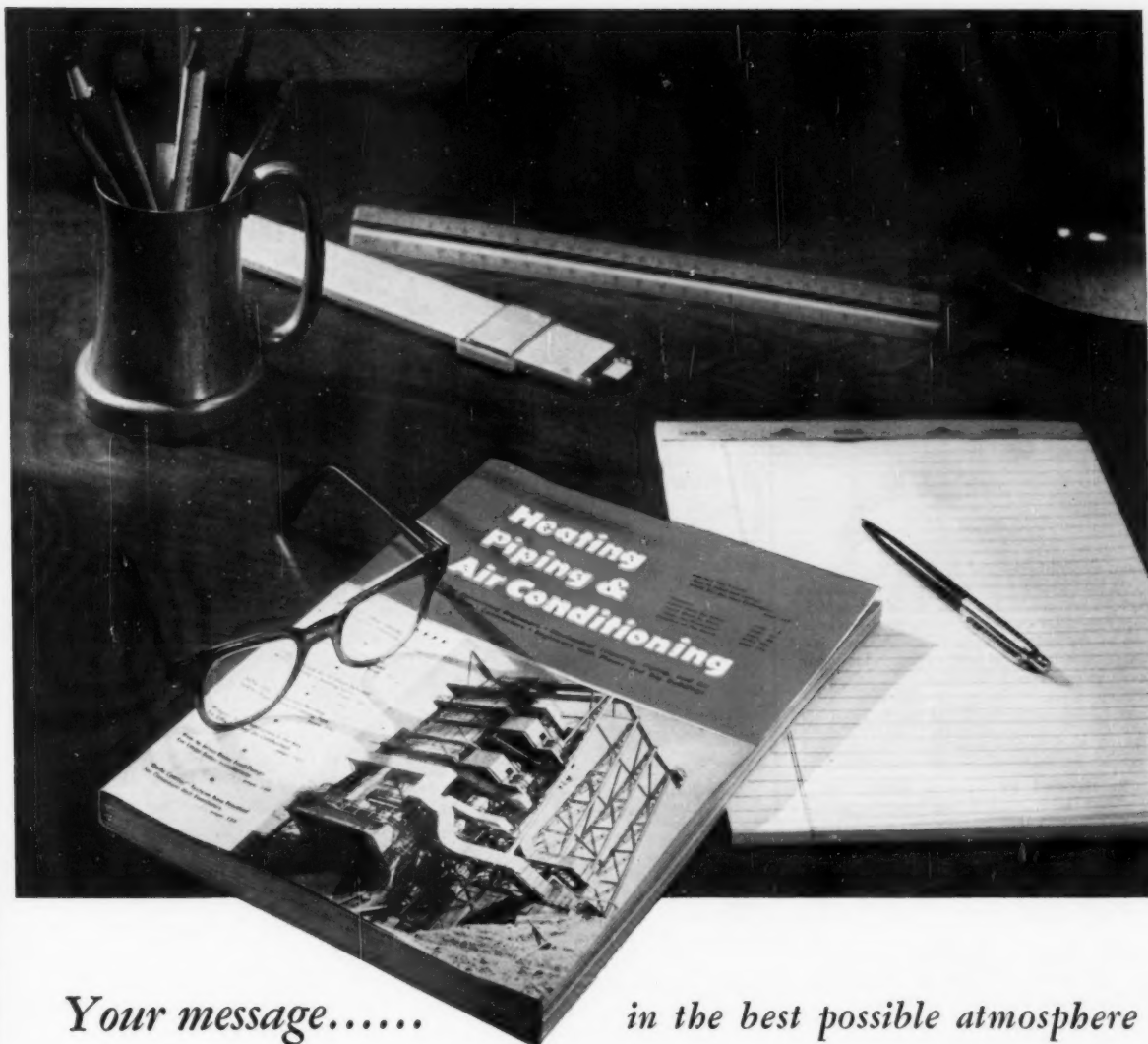
(continued on page 100)



The Journal-American scores heaviest in the New York evening newspaper field. With over 639,000 daily circulation, the Journal-American outscores the World-Telegram and Sun by over 160,000 and the Post by 295,000. In any league, that means more hitting power for advertising aimed at homes and families. Is your advertising popping up or hitting for the fence?

NEW YORK
Journal American

Represented Nationally by Hearst Advertising Service Inc.



Your message.....

in the best possible atmosphere

This is the one that sticks just to the services for which it is named and further confines itself solely to the industrial-big building field. No residential, no plumbing, no refrigeration!

This is the one that, because of its specialized, clearly focused editorial, has a unique appeal to ALL of the four purchase-control factors in this market: the consulting engineers, mechanical contractors, engineers with industrial plants, and engineers with large buildings. No gaps, no untouched bases!

This is the one that provides not just distribution for the sake of numbers but gives you provable, fully paid circulation of the decision-makers in your field. Each reader pays for it directly, individually, voluntarily.

And this is the one that, because of these distinguishing features, leads by over 2 to 1 in advertising volume, has more advertisers, and is used on an exclusive basis by more advertisers.

This is HEATING, PIPING & AIR CONDITIONING a Keeney publication, 6 N. Michigan, Chicago 2.



Greensboro IN THE TOP 20 IN TOTAL RETAIL SALES



Sales grow bigger and faster in the Greensboro metropolitan market—where retail sales have increased a hundred million dollars in just five short years. Schedule your advertising in the only medium with dominant coverage in this market and selling influence in over half of North Carolina.

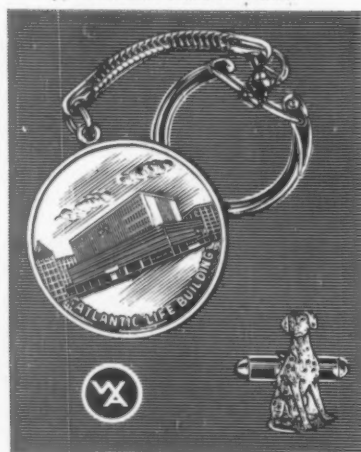
Greensboro News and Record
GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.

INSURE YOUR SALES FUTURE...

with W&A Customized Jewelry

- ★ Sales Campaign Awards
- ★ Staff Performance and Service Awards
- ★ Gifts for Special Occasions
- ★ Customer Good Will Gifts



Ask for 12 page booklet
WILLIAMS & ANDERSON CO.
Industrial Division
Emblem Manufacturers Since 1901
14 Third Street, Providence 6, R. I.

(continued from page 98)

The "see-what-you-can-come-up-with" approach to advertising must be wasteful. It produces waste at the agency, which must produce a variety of campaigns in the hope that one will be on target. More often, it brings about "compromise advertising," which is a direct result of non-objective, divergent opinions.

Everyone has objectives. But, what's required is a bit of shirt-sleeve effort to ferret them out and make certain that everyone is in agreement with them—and that they are consistent with the over-all marketing and company objectives.

3—How Much to Spend

More and more companies are learning to spend their advertising dollars in proportion to the task which they intend them to perform.

There can be no rule of thumb for most products, and most tasks are different. Sometimes, however, sales and advertising managers become irate because sums they assign to a project are whittled away. Profits just won't stand the expense.

Certainly the task method is an excellent one—the only expert way to plan effective advertising. But there must be a ceiling, and this is the ratio of money spent to merchandise sold. This does not necessarily have to cover a calendar-year period but can be over a shorter or longer period of time, depending on the product and the problem. On the other hand, as William Burkhardt of Lever Brothers pointed out recently, "Advertising budgets are not batting averages. Ratios of advertising to sales should go down as budgets go up."

Robert E. Kahl, vice president in charge of marketing of the Borden Co., has developed a profit-and-loss statement form for his marketing managers. In simple fashion it enables the manager to estimate profit potentials for a 5-year period. He points out that in one case "it was determined that with one product it would take an investment of \$4.5 million over a 5-year period before there would be any show of profit."

It is significant that in recent years the controllers of companies have been taking an increased interest in advertising. Many controllers have regularly attended meetings of the Assn. of National Advertisers. Through their understanding of advertising plans and objectives, controllers are

becoming more than just voices that say "no" over the telephone. It stands to reason that they belong in the advertising picture, and that they must understand what it is that marketing is trying to accomplish with advertising.

4—Review

Ideally, top management understands what advertising is all about. It has agreed upon the marketing objectives, and it has approved a sum of money to reach them. Now the task is squarely up to the marketing executive and his advertising manager, and it is here that stewardship is most meaningful to company profits.

No budget is a blank check. It doesn't mean that all the money must be spent. Every project, whether it costs \$20 or \$20,000, must be considered with care. Systematic purchasing techniques are paramount in importance and can enrich the budget measurably. Frequently objectives will change during the course of a year, and this requires frequent review.

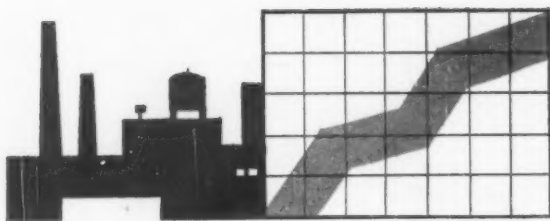
At Dictaphone we have several systems of review. First, there is the authorization system for expenditures over \$500. When you ask the president to sign something involving that amount of money, it stands to reason that you are going to review and substantiate what you are doing.

In addition, a sales planning meeting is conducted every week by the president, the vice president for sales, and key department managers. At this meeting the advertising department regularly reviews current advertising plans. Frequent individual meetings are also conducted with various sales divisions.

5—Discipline

The last step in this primer for budgeting is discipline. The importance of this word cannot be stressed enough in every phase of the advertising operation. The advertiser must train himself to think about profit and apply the profit viewpoint to every single assignment. Of the entire advertising plan, this characteristic will perhaps bring the biggest dividends of all.

That winds up this 5-point plan. Nothing radical; much of it is being done by leading marketers. But it must be done better—if marketing is to continue to orient its advertising for greater profit. ♦



Transition to a Marketing Company

(continued from page 38)

marketing management organization will be concerned with marketing. That the two will overlap and combine is inevitable. This will then create a marketing company—a company in which marketing is the major business and in which production is a supporting function.

It must be stressed that this will not happen overnight. And it won't be sudden, like an organizational firecracker going off.

But this theory does represent one way—a very probable way—in which the face of the typical corporation will change in the not-too-distant future.

It is true that in many companies today the marketing-minded president has as much as assumed the duties of director of marketing. This is fine, and will happen again and again. But even here, production represents the foundation on which the company is built.

What does happen to production in the marketing company of the future? Is it degraded, exiled completely from its position of importance?

On the contrary; in some ways it becomes more important than ever. Because it is still a physical function, representing the great majority of the company's capital investment and limited by technology and available funds as to just what it can be expected to accomplish, it does set the all-important bounds within which marketing must work.

Because of this it will be extremely important for manufacturing management to act dynamically and creatively, making fixed facilities flexible and providing marketing with as much freedom as possible.

The technology of production will change even more rapidly than now, and every change will be of more importance in a world where production will be one of marketing's few serious limitations. No, manufacturing will by no means be relegated to second-class status. But its problems

will be matters of operation rather than policy.

It is not too difficult to imagine what a product-producing marketing company would be like. Organizationally, it might almost be considered a regression from today's marketing-heavy setup.

In fact, the marketing department, as such, might even disappear. With the top executive officer acting as de facto director of marketing, such departments as marketing services, sales, administration, product development, production, and so on, would report directly to him.

He will be personally and intimately concerned with marketing planning, as is the director of marketing today. But the big difference is that in the marketing company the top-level corporate decisions, not just so-called marketing decisions, are all made in the light of these plans.

In many ways the changes will be subtle. They will involve a simple rearrangement of thought and decision-making processes. But even though they are not spectacular, they will be no less significant.

The important fact for consideration now is that every top executive, every day he makes decisions, is, in a sense, either speeding up or retarding his company's transition from the XYZ Mfg. Co. to the XYZ Mktg. Co. Whichever he does, he should at least be aware of the fact that he is doing it. If he chooses to try to keep things as they are for a little while longer, that is his business; he has made his choice. But his company may be an organizational oddity before too long. ♦

KMR

The President as a Marketing Leader

"SELLING—The president can and should help sell. His prestige as top man automatically makes him the star company salesman. He alone can sell on the proper level to the few biggest customers. But even more important is the fact that he cannot do a proper job of leading the company unless he knows what is going on at the selling front—the reasons people buy or do not buy, the demands they make, the complaints they have. And, as these things always change from year to year, past sales experience is not enough."

... see page 17



TV Guide works for peanuts
(PLANTERS)



... it also works for beverages
(SANKA)



... soap
(DIAL)



... cereals
(KELLOGG'S)



... meat
(ACME LANCASTER BRAND)



... crackers
(NABISCO)



... cake mixes
(PILLSBURY)



... desserts
(JELL-O)



... and what have you?



**Best-selling weekly magazine in America . . .
circulation guarantee 7,250,000**

TV GUIDE outsells all other weeklies and biweeklies combined wherever food is sold and reaches more young marrieds than any other magazine. You'll find it in 41,000 food stores . . . in nearly 3,000,000 grocery bags every week . . . and on more ad schedules every month!

Tomorrow's Demands for Marketing Talent

(continued from page 41)

alyses of competing industries.

5. A seemingly universal weakness of marketing researchers is that they become so enamored of the procedural aspects of the job that they fail to make a strong case for the points of real significance developed from their research findings. Training in structuring and presentation of written or oral research is needed.

6. Many of our operating businesses have limited marketing research manpower—often only one qualified professional. Consequently, major research projects usually require the services of outside marketing research firms. This means that the company marketing researcher must be trained in the effective use of such firms: when their use is appropriate; how to assess the resources, experience, and capabilities of firms available; how to deal with them; etc.

Product Planning—We are faced with growing a whole new crop of marketing people with the skills necessary to assume the product planning responsibility. We have to start in most instances with sufficient engineering skill to understand thoroughly the nature of the development and manufacture of a product or system, and then develop the necessary marketing skills to enable the engineer to think in terms of product features, competitive offerings, dynamic pricing, design for serviceability, etc.

The demands of the product planning job seem to require about four dimensions of skill:

1. **Knowledge:** It is important that a product planner have a knowledge of how a business operates, including an understanding of the dynamics of a business and of those influences which cause a business to change its course. The product planner must have a thorough knowledge of marketing, particularly marketing research and of sales and distribution work. This superman needs some knowledge of cost accounting, manufacturing processes, and operation research techniques. We can stretch the knowl-

edge category to include an awareness of the fields of economics and sociology, so that he will have the background to sense customer needs from social and economic environmental pressures.

2. **Analytical Capability:** Here we're talking about such skills as how to plan—the ability to analyze information and to derive creative and meaningful courses of action. (Where don't we need this in marketing and all functions these days?) The product planner should know how to evaluate and stimulate the contributions of his brother product-planning team members from engineering and manufacturing. Also, as in all other kinds of work, the abilities to speak effectively and to listen effectively are essential.

3. **Leadership:** This pertains not with managing other people but with integrating the work of others, in advancing on a particular team goal. The ability to operate with a team is very important; a rarer skill is the ability to lead others in the risk taking that is so necessary to get product leadership.

4. **Experience:** It's fairly axiomatic that the route to deftness and know-how in product planning lies in doing the job over a reasonable time span. Exceptions? Certainly, but the size of the product planning assignment, requiring wide business and marketing savvy, adds to a special need for seasoning in the "trade."

Our marketing education program is helping us grow competent product planners. We've held week-long educational seminars with product planning managers from each of our 100-plus operating departments. We've designed a Product Planning Course for use of the product planning people within the individual product departments, including key people from the other related functions. Literally hundreds have taken this program. (Incidentally, this course was designed and prepared with the help of prominent educators in the marketing field—one of many contributions from our

continued partnership). We have had to spoon-feed the recruits in this field and have a great deal more training work to do. As a look toward the sixties, there's no challenge greater to us than the identification and development of people for product planning work.

Advertising and Sales Promotion—The world of change which will make the job of the product planner, the marketing researcher and the salesman interesting in the sixties will have a big impact on advertising and sales promotion work. Consider—we've got a public that's looking for specialization of product. So instead of thinking in terms of three classes of cars (low, medium- and high-price) serving the needs of 75 million families, we'll have 25 classes. Instead of slicing the major appliance market in four segments (free-standing and built-in, original sale and renewal), we now see the need for possibly 15 cuts (appliances for apartment houses, for young people, for old people, for second homes, etc.).

What does this great proliferation of markets and products mean to communication? **Explosion!** Differentiated audiences must have differentiated messages exposed in differentiated media. Without this differentiation, look what happens when more products are poured through old channels (advertising media and distribution) to reach more people. Advertisers lock horns trying to outstate, outclaim and outshout all competitive offerings—"Mine's best, buy me!" Claims become excessive, and hence less credible; and as ad claims become less credible, advertising becomes less efficient and more costly.

It looks to me, then, as though product communication, as we know it now, is faced with pricing itself out of existence and with becoming so voluminous and overwhelming that it incurs the extreme resentment of the public. This problem, if unresolved, could spawn some kind of nationalization of Governmental control. Look what's happening in TV—look at the resentment building against commercials and programming. How long can this go on before someone says: "I'll fix it for you."

The challenge to advertising and sales promotion in the sixties is to find the new ways to get needed communications to customers and prospects—and to do this without weakening advertising until it's worthless, and with-

out aggravating potential buyers to the point of antipathy.

Marketing Administration—This function has moved from what admittedly was a "basket case" among our marketing work centers to one of the most exacting and challenging areas of marketing work. Here are just a few of the developments which require a whole new look at the training field.

1. **Marketing Automation**—Factories have been automating over the past ten years, and they have been phenomenally successful in minimizing the direct labor needed in fabricating the finished product. Marketing automation is here now. Since marketing is responsible for the transfer of the finished product from the factory to the customer, there is first the application of automated materials handling and warehousing equipment. However, the newest and most promising area is in information handling and intelligence systems. The tools here are data recording and storage equipment, computers, and data transmission. With these tools, infor-

mation can be recorded, stored, retrieved and presented to management, with minimum manual work, more quickly, and with infinitely greater vital information. Here the possibilities for better customer service, decreased lock-up in inventories, smoother production flow, etc., are enormous.

As a case in point, a system has been developed in which 50 field warehouses will report to their factories by wire, by means of a 5-part tape, the demands on and product flow through each warehouse. Two to three days' time is saved over mail communication, resulting in reduced inventory requirements, better customer service, and lower distribution costs.

2. **Distribution Planning and Management**—With the tools just mentioned it is possible to determine an optimum level of service to the customer—the design of a distribution system to serve customer requirements best. Inventory levels in the system are determined by policy decisions with respect to the level of customer

service which it is desired to establish and maintain. For instance, it is possible to determine the relative economies and essentiality of warehousing items in the immediate vicinity of the customer, or whether to use fewer warehousing points with deliveries to the customer by faster and more expensive forms of transportation—air express, for example.

The new technological requirements of this whole area of marketing work forecast the development of new skills and the day of what might be called the field of "marketing engineering." These new requirements mean that the marketing administration manager and the marketing manager of the future must understand and utilize, to a far greater degree than in the past, statistics, mathematics, and operations research and synthesis, since decisions invariably require a balancing of alternatives. We conduct seminars for our operating people to introduce them to latest developments in data processing and computer analysis. We are slowly developing a new kind of marketing profession.

Selling—In the selling field, the challenge of the sixties is most formidable. Here are just a few random snapshots of the nature of the selling job that lies ahead.

1. Customers for consumer goods products are becoming more knowledgeable and sophisticated in their buying. Result: they are less susceptible to high pressure and palaver, and are sharper in determining true value.

2. A substantial increase in discretionary income will permit customers to range over a broader field. Their happy choice: buying things vs. buying experiences.

3. Trends toward mass merchandising—product packaging innovations, retail self-service, strong pull-through advertising, etc.—will expand further in the consumer goods markets. This may well result in a lowering of the efforts at the retail level for these products. At the same time, however, a much more skillful and ingenious salesman will be required in selling to the channels of distribution.

4. In industrial goods, the trend toward more complex equipment will continue. Customer buying decisions will tend to be of a longer-term nature, less reversible, and more of a business risk because of the unprece-



Big...

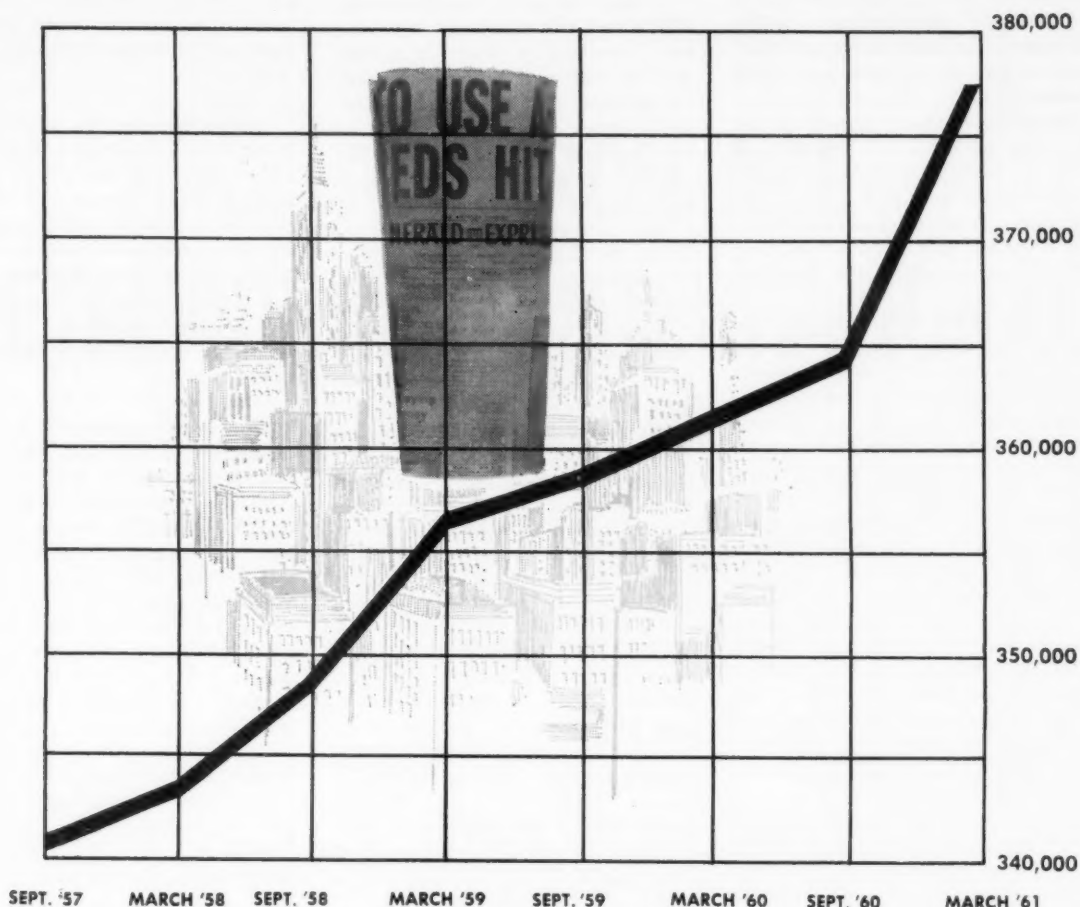
FIRST
in ILLINOIS
in
Population
and
Sales
(outside
Chicago)

...AND STILL GROWING FASTEST IN ILLINOIS! REMARKABLE ROCKFORD

Remarkable Rockford is a city on the move! Another new bridge is being built to move the in-town traffic. No wonder. There are better than 95,000 motor vehicles registered in Rockford's metropolitan area — about 1.5 per family. These families have money to spend for your product (they buy more than any other city in Illinois, outside Chicago).

Reach them easily, effectively, profitably through the...

ROCKFORD
MORNING STAR &
Register-Republic



Publishers' Statements to the Audit Bureau of Circulations for the six months ended March 31, 1961, confirm this newspaper's position as the second largest daily—morning or evening—in America's second largest market and the largest evening newspaper in Western America!

Herald-Express reader families constitute a "city" larger than the 1,096,500 population of Pittsburgh and Cincinnati combined! Are you adequately covering this market which has an EBI in excess of 2½ Billion Dollars?

Source: Sales Management Survey of Buying Power, Copr. 1961

REPRESENTED NATIONALLY BY MOLONEY, REGAN & SCHMITT, INC.

**NOW
NO. 2 DAILY
NEWSPAPER
IN AMERICA'S
NO. 2 MARKET
378,613**

NET PAID CIRCULATION
Publisher's Statement, 6 mos. ended 3/3/61

Los Angeles Evening
HERALD-EXPRESS

Largest Evening Newspaper in Western America

dented and also unpredictable pace of technological development. Selling of capital equipment will require salesmen of greater and more specialized technical skills. And the industrial salesman will have to understand not only his products and systems, but also the buying decision of his customer, which may well include consideration of supply of capital, investment return, tax consideration, and other factors far from the hardware itself.

5. One of the most interesting developments foreseen in the sixties is the increasing importance of various types of long-term financing and leasing arrangements, applying to products for both the home and the factory. As all of these products become more complicated and require a greater amount of maintenance, service leasing and service selling become increasingly important.

Yes, the salesman of the sixties will need to be better prepared, better trained than ever in the past. Traditionally, I believe, we have done a good job on product training—I believe it's time that we devoted ourselves to upgrading the selling job at the customer level.

► As we see it, our own sales training challenge lies in the development of a real understanding of customer behavior and motivation. We have developed a completely new approach to sales training which we call Sales Situation Management. The core of this program is devoted to the "Psychological Aspects of Selling," wherein salesmen can learn why customers behave as they do in selling situations. Surprisingly, the training has helped salesmen to understand themselves and their own behavior patterns. We find that the same principles apply equally well to the sale of consumer goods or, at the other end of the scale, selling to the defense market. More than 4,000 General Electric salesmen are currently going through this training experience. Our whole program is based on the theory of continuous sales training—not the typical one-shot, let's-get-it-over-quick, take-a-pink-pill exposure. We are trying to establish sales training as a necessary, continuous way of life.

When designing Sales Situation Management, we proceeded from the conviction that today's selling situations require that each salesman develop his own plan of action—a plan that would focus on the real targets,

that would be flexible, would develop alternatives, would conserve time, and would improve his chance for success with the customer. With this in mind, we set about developing such a planning pattern. Note that I put it as developing a planning pattern. We are fully aware that each salesman must establish his own plan.

The objective then was to put together the elements of a planning pattern that any salesman could use to meet the selling situation—and to meet it with greater confidence than he could possibly have if traveling only by instinct, intuition, and experience, good as these may be.

We turned to the military for the cardinal principles of a tactical plan and we found there what is referred to as "The Estimate of the Situation." These same well-established principles apply to the salesman and his estimate of the selling situation (Figure 1).

We anticipated that there would be some who would point out that often there is little time to develop a written estimate of the selling situation. Our answer is:

... The estimate should be as thorough as the time available will permit. Thus it may vary from a short, almost instantaneous mental estimate—to a carefully written document, requiring hours of preparation based on extensive fact-gathering and analysis.

We believe that an improved ability to plan, with good products and a good record of past performance, coupled with the instincts of an experi-

enced, trained salesman, can be the combination needed, at the point-of-purchase, to realize sales and profit objectives.

Product Service—This piece of marketing's work package will take on added stature in the sixties, as we apply new vigor directed to filling a moral responsibility and to capturing a major customer-and-prospect opportunity. One measure of the job's size and importance: In General Electric, 28% of all of our exempt marketing people are engaged in product service work.

What's behind the new surge in product service attention? The complexity of products, both for industry and for the home, is being increased substantially as we seek added function and increased convenience. The technical requirements on the serviceman become more and more severe. We seem to be approaching the time where our technical know-how in terms of the products we produce may have to be held back because of inability to find and train people who are able to service these products.

Compounding the service problem is the customer's increased reliance on appliances and production machinery. In the home, for instance, the average number of appliances went from ten to thirteen in the 1950 to 1957 period. Also, product service work is increasing in cost when compared with the cost of the product. It may be that we are fast approaching the situation in which a customer may decide that he can't afford certain products be-

Estimate of the Selling Situation

- Step 1.** Consider the customer's objectives and goals
- Step 2.** Consider your objectives
- Step 3.** Compare your objectives and the customer's
- Step 4.** Consider your goals
- Step 5.** Gather intelligence
- Step 6.** Analyze the intelligence
- Step 7.** Develop your sales strategy
- Step 8.** Plan opening tactics

Figure 1

Announcing... **IRON AGE** **METALWORKING INTERNATIONAL**

A NEW and completely DIFFERENT kind of publication!
NOT just another United States business magazine extending
its circulation into other countries, but a truly international,
multi-lingual business publication for metalworking and metal-
producing executives throughout the world.

First issue: January 1962.

EDITORIAL

● **Objective:** To provide a full international exchange of information relating to new developments and technology on metalworking processes, equipment and materials, as well as coverage of business and economic news.

● **Staff:** A full-time editorial staff in the United States and abroad will devote its entire efforts to the international publication, backed up by qualified correspondents in 18 metalworking centers throughout the world.

● **Content:** Editorial content and balance will be guided by continuing surveys of informational requirements and preferences among key executives in metalworking companies in the countries served. Full text editorial material will be in English, with digests in German, French and Spanish.

● **Format:** The new monthly publication is uniquely suitable for effective presentation and convenient reference, from the English full-text to the German, French and Spanish digests. Square format with publication trim size 11 x 11¼, four column makeup,

will provide a 7 x 10 editorial page plus one column for a multi-lingual digest. This format will also accommodate a 7 x 10 advertisement plus multi-lingual digest of the copy. New product items will be keyed and a reader service postcard provided for new products as well as advertising.

THE READER

In most cases, the reader of IRON AGE METALWORKING INTERNATIONAL will be the chief technical executive of the metalworking plant. Typically, he will be responsible for both engineering and production and will have a key role in major purchasing decisions. In larger plants, where work is dispersed among a greater number of executives, IRON AGE METALWORKING INTERNATIONAL's readers will be in four basic functions: administration, engineering, production and purchasing.

CIRCULATION

Over 15,000 plants covering every market in proportion to its immediate potential, including—

The European Common Market
The Free Trade Association
The British Commonwealth
Central and South America
Japan, India, Africa
The Near East and Asia

Penetrates every segment of metalworking and metal-producing, including—

Ordnance
Metal Furniture
Primary Metals
Fabricated Metal Products
Machinery
Transportation Equipment
Instruments

AND FOR ADVERTISERS

● **Inquiry processing service:** All advertisements will be keyed—reader service card will be bound into IRON AGE METALWORKING INTERNATIONAL. Instructions on reader service card to be printed in four languages: English, German, French and Spanish. Postage to be paid by the inquiring reader.

- Marketing information.
- Copy translation assistance.

Your IRON AGE representative is ready to give you a preview, including full details and a pilot issue. Call him now.

IRON AGE METALWORKING INTERNATIONAL • a new chilton publication • 56th & chestnut sts. • phila. 39, pa.

Sales Management JULY 21, 1961

111

cause the service cost, not the initial purchase price, is beyond his means.

► While approaching the service problem from the product quality side—starting with marketing's sharper view of customer wants, through designing for increased reliability and serviceability, and through quality control in manufacturing—we have found that we can make some substantial gains in improving after-sale service.

During the fifties extensive study and research was undertaken in the area of consumer goods product service with the major focus on customer satisfaction. Data were developed as to the quantitative relationship between customer satisfaction levels and the quality of service performance.

By the end of the fifties, a rationale was worked out through which actual service performance could be expressed quantitatively and computed in terms of customer satisfaction results. At the start of the sixties this program was reduced to practical operation using modern data handling methods applied to a RAMAC system in a central-parts warehouse location. Details of day-to-day service performance are fed into the computer which processes the data and prints out a detailed report as to expected customer satisfaction results along with a spell-out of how and why a specific result was obtained.

This has provided marketing with a sorely needed management tool through which service performance could be appraised and guided. By the end of the first six months of 1960, the program was in operation in over 50 major cities where General Electric provides major appliance service for its customers. The insight, knowledge, and incentives afforded by the program have created a revolution in product service operation; performance levels which are attained today were considered impossible only a year or so ago.

During the sixties more will be learned about this technique; product service will move ahead in terms of professionalism. Better decisions will be made, not only as to how to provide this service but also as to the quality and reliability levels of products which will provide optimum customer value.

Probably the most important demand of all is the requirement for

creativity and innovation. The marketing manager must either have this ability or be able to find it and recognize it in his associates. Of all the functions of a business, none is so certain of ever-accelerating change as marketing. The successful marketing manager must be curious, imaginative and ever in search of innovation.

Still another challenge is rapidly taking shape: It concerns the problem of sameness. Many developments in manufacturing, engineering, marketing, Government regulation, and society itself are combining to produce a kind of "converging effect" on industry. This situation seems to drive management to sameness in the products they offer—in price, in features, in services. While this condition exists, certainly greater value will be placed on creativeness in marketing people—on those who resist conforming to the easy pattern, and who work successfully at being different.

► Finally, I can't leave this look into the sixties without referring to the requirements in human understanding, relationships and skill which we in marketing must acknowledge.

The target of all our activities—and the one who in the final analysis judges the success or failure of our offerings—is the customer. His actions are often unpredictable, his behavior is frequently astonishing, he is known to make impossibly illogical buying decisions, and to elect to spend his money irresponsibly. I see no reason why we can expect him to change. It's simply up to us to know him better.

On the other hand, we in marketing management have a peculiar need for a better understanding of the people with whom we deal in our own organizations. Marketing people are different from design engineers and accountants and factory layout men. Our marketing discipline, if it may be called that, is not so precise. Our answers are unfortunately not so easy to identify or to defend.

It takes a lot of different talents and skills to produce a successful marketing program. It's our job in marketing management to provide a warm, understanding climate in which the people with these skills may flourish. And, in looking toward the training challenges of the sixties let's not forget to put our own personal self-development at the head of the list. ♦

What is an

H

HE IS CALLED by many names: the boss, top management, head man, chief, president, vice president, treasurer, owner, partner, chairman, his initials, or just plain Tom or Bill. Each day he lives with problems and every day he's on the lookout for solutions. A good executive is understanding, fair, a cajoler, coordinator, arbitrator, listener, and decider. In addition, he is efficient, hard-working, patient, impatient, aggressive, ambitious for himself and his firm.

Executive?

His constant companions are work, too little time, budgets, taxes, inventory, ideas, new products, production, employee relations, profit and loss charts, marketing, advertising, and company dollars. No one knows better than he the meaning of pressure. He is second-guessed, loved, appreciated, tolerated, respected, blamed, praised, understood, misunderstood, needling and needed, but never ignored.

The executive knows the loneliness of management. For there comes a time for decision. Despite all the counsel from associates above and below, it is he who says *yes* or *no*. He can't afford to err in judgment, whether it be selection of personnel or the kinds of raw materials that go into the product. He is always responsible.

The good executive is the voice for his company—both written and spoken. Thus, he is a reader, student, speaker, moderator, writer . . . as well as the subject of a speech or article. He is the product of business and means business. What he does can produce a ripple or tidal wave of activity.

Although his collar is white and his shoes are polished, he knows the meaning of long hours and hard work. For this he has learned: To get a better job, *keep doing a better job*. That's how executives are made.

With all the needs of an executive, it is not unusual to find most of them reading *The Wall Street Journal*. They rate The Journal "most useful" of all magazines and newspapers.

The reason: *Every business day, the news that changes business does change.*
And *The Wall Street Journal* is the only National Business Daily.



You can't pussyfoot into Canada

Covering the Canadian market is a big job. Cities and towns are spotted over a territory as wide as the United States. It takes a big, powerful magazine to do it.

Here is a situation that demands the widespread coverage and deep home penetration of Weekend Magazine and its French language edition, Perspectives, to do a big job where a big job must be done. As the rotogravure section of 35 newspapers, Weekend Magazine/Perspectives reaches over 2,095,000* homes every week . . . a coverage equivalent to 4 times the circulation of Life in the United States.

No other medium in Canada does such a big selling job so effectively, so thoroughly, so consistently.

This is a volume market—the people who buy the homes and the automobiles, the life insurance and the soap, the cake mixes and the candy bars. These are people with a thousand needs and the means to satisfy them.

Over 2,095,000* homes can become your live, active, responsive sales territory. So do the big job in a big market the big way—with Weekend Magazine/Perspectives.

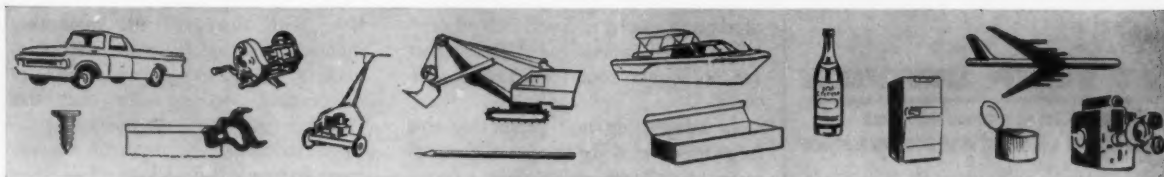
Represented by O'Mara & Ormsbee Inc.—New York, Chicago, Detroit, Los Angeles and San Francisco.

*The biggest single
selling force in Canada*

Weekend
MAGAZINE / AND ITS FRENCH LANGUAGE EDITION
Perspectives

**Effective February, 1962*

Sales Management JULY 21, 1962



Make Any Difference What You Sell?

(continued from page 43)

packages. Some of these giants have only recently named a marketing man for packaging (within the past year). Some are just proudly announcing that they are now doing packaging research. But most are still largely product oriented and basic-material oriented. They make packaging machinery in order to sell their particular materials, whether these materials are paper, film or boxboard. The way is still wide open for firms who will think in terms of packaging, not materials—packaging, not particular packages.

In a parallel case, manufacturers that package their products often may fail to appreciate the importance of a packaging decision as a decision of marketing, not engineering or purchasing. A shaving soap maker is selling an aerosol package much more than he is selling soap. A decision on the package is a far more costly decision in this case than the production decision. The aerosol costs more than any ingredient in the soap or the entire product.

► Marketing decisions are all becoming extremely costly. It usually costs more to market a product than to produce it. The cost of advertising is rising to the point where budgets are a board decision, and even choice of agency or media may be a board decision. The growth of corporate image, or product "umbrella," is a direct result of the increasing cost to establish a new product or maintain a stable of individual product identities.

Formerly known as industrial designers, Lippincott & Margulies now calls itself industrial designers and marketing consultants. This firm realizes, and indeed tries very hard to convince clients, that product, package and corporate image building are problems of a marketing nature, not design in a vacuum.

Certainly products are important—they are what you sell. But a com-

pany that is organized to market properly—has the talent and the tools to do the right marketing job—can market a very wide range of properly selected products.

Just how wide a company can diversify its product line can be determined through well-established market research procedures. Recently S. C. Johnson & Son, Inc., the maker of a line of floor and car waxes, asked consumers to rate the leading shoe wax manufacturers. Johnson was rated second and third among "shoe wax manufacturers," even though it did not make a shoe wax. From this study management knew they could successfully market such a product.

► Borden has been able to stretch its product line to chemicals, and its consumer image has served to sell even glue successfully.

But there are limits. Even a company such as Westinghouse could probably not stretch its corporate reputation into consumer lines far outside hard goods and electrical products or components. However within certain broad market categories, not just product categories, a company can often diversify very broadly. Bakers that use large automated ovens need a wide range of bakery products before these ovens operate economically. They are busily diversifying.

In considering the basic selling aspect of marketing, it is often possible to broaden the product line and make the salesmen's calls more productive. A Scripto pen salesman can easily handle Scripto lighters. A salesman calling at supermarkets or supermarket chains can sell more efficiently with a broad line of Procter & Gamble soaps than could a salesman with a single product. Indeed, Procter & Gamble could very probably expand into other lines quite successfully.

But caution and knowledge are needed. For sometimes if a salesman is forced into too much explanation of what division he is representing, be-

fore he can launch into his actual selling story, a lot of time and effort can be wasted. In such cases something is wrong with the corporate image or division image. The buyers must be made aware that XYZ Company sells lots of products, and that these are what they are. If this cannot be done, then the product or the division image may have to be built to stand on its own. This again would be a top-management marketing decision.

American Machine & Foundry has 20 separate operating divisions. It is in atomic energy, missiles, water purification, sporting goods, toys and a host of other totally unrelated product lines. It is constantly searching for new markets and broadening existing ones. Everyone is well aware of the revolutionary effect on bowling of the automatic Pinspotter. But AMF doesn't stop there. It is moving further and further into the sporting goods field and the whole leisure market. It has recently acquired the Ben Hogan golf line. As a result of making bowling balls and shoes and now golf equipment, it is gradually moving into sports fashions. Tie-in advertising is already under way with fashion clothing.

► AMF's research and development is aimed at markets, not products. Some time ago the planning and operating committees decided that R&D should take on the problem of water as a market. As a result of its investigations, AMF decided to acquire Cuno, a manufacturer of commercial water purifiers. Cuno developed a residential water filter and a water desalter. It needed help to launch its national distribution. The corporate Planning and Marketing Division of AMF took on the task. It analyzed the market, decided how it should be sold and where, is now shepherding these products toward their marketing goal.

AMF has not been on a campaign to acquire financial assets. It wants

-SM-

AT YOUR SERVICE

**A classified list of professional firms
which serve sales and marketing executives**

Sales Forecasting

DETERMINE YOUR SALES POTENTIALS

Scientifically proven forecasting methods will indicate your actual sales from 1 year to 18 months ahead by products and sales territories. Currently used by many of the country's leading corporations. Allow us to send you, without obligation, our brochure on Sales Forecasting.

J. CARVEL LANGE, Inc.

Subsidiary of
Industrial Commodity Corporation—28th Year
OXford 7-1262

122 East 42nd St., New York 17, N. Y.

Research Agency

MARKET STATISTICS, INC.

CONSULTANTS TO SALES MANAGEMENT.

Specialists in regional economy
analysis, sales forecasting, set-
ting sales quotas.

630 THIRD AVE.,

NEW YORK 17, N. Y.

Other Services

EVER READY LABEL CORPORATION

357 Cortlandt St. • Belleville 9, N. J.

Ever Ready for EVERY type of
Label — Red-E-Stik® pressure-
sensitive, caution, shipping,
spot carbon, pin-feed "Auto-
matabels", foil, Metal-Cal,
and hundreds of other kinds!

**Leaders in the Label Business
for almost 50 years.**

**In New York City, Call Plaza 1-3040
Out of New York, Call Plymouth 9-5500**

marketing assets, and will indeed drop company affiliations and divisions that are no longer sound marketing ventures.

In advertising and promoting this huge group of AMF products, the parent corporation is undertaking a broad ad campaign that will bring all the consumer products under the wing of the AMF name. While their division names are also often prominent, a strong attempt is made to build the AMF family reputation. It is hoped that eventually this broad consumer identification of AMF will rub off onto its industrial products.

More and more manufacturers are realizing that the need for marketing ability far outweighs the need for the ability to produce. Marketing talent can mean much more to success than the ability to produce economically. More and more company presidents will probably follow the example of Minneapolis-Moline and bring in a top executive with a marketing background. Ed Buryan taught Sheaffer Pen that it was largely in the gift business, not simply in the pen business. He taught them that they had to worry more about competition from every other gift maker than from another pen manufacturer. He taught them that pricing must be a marketing decision not a production decision—that it made very little difference what production said you had to charge if marketing couldn't sell at that price. Of farm equipment, Buryan has already said that he would not advance dealer credit in order to load dealers with equipment they may or may not be able to sell. He will advance customer credit.

► When it comes to distribution, AMF has a very flexible attitude. It will sell the way it must to gain entry to a market, or it will adjust to meet distribution demands of a particular product. But it is not dedicated to any single form of dealer, distributor or retailer philosophy. When the time is right to change, it will change its distribution to fit the market requirements as AMF sees it.

Yet many industries, such as television, typewriters, vacuum cleaners, sewing machines and even automobiles, have often been tied to a distribution pattern that was outmoded and destructive to marketing and to serving the needs of the consumer. The unrealistic attitudes of many industries toward pricing and produc-

tion, with disregard for marketing realities, have led to erratic dumping, loading, price-cutting and eventually discounting, on a scale that has changed the face of marketing in those industries. Unrealistic dealers have demanded a markup which they are not actually deserving of or able to maintain in the face of their suppliers' practices.

Many manufacturers are busily building marketing talent. Some have had to reorganize company thinking entirely. Eventually, as such other facets of doing business as production, engineering and communications of office procedures become more and more automated and predictable, the marketing organization will require less and less connection with producing facilities.

► Technology is advancing in many fields at a rate that implies more than improvement of existing systems. It is becoming completely revolutionized, and is very rapidly changing the entire structure of many businesses and industries. Competition between materials, between sources of energy, and between countries will intensify. The marketing organization will become more and more flexible. It will investigate markets, conduct R&D, plan distribution, and then market. Marketing will be able to call upon or organize a separate producing facility at will. This producing facility will operate for many marketing organizations if it can. There are already signs of this development now in U. S. and world business. Many industries are either buying component parts in foreign countries or setting up separate foreign companies as manufacturing facilities.

The growth and dominant phase of U. S. industry in the world has been due to its production ability. Future growth and dominance, if it is to continue, will have to be in marketing. The world itself will have to be the market potential of America's second phase of growth and dominance.

Many companies now planning for future growth and future markets might do well to consider where these markets will be. Will current planning be adequate for world marketing? Even such considerations as company image and family image of product line, which most of the giants now find necessary for U. S. marketing, should now be thought of in the light of world markets. ♦ **KPP**

In the 15-County Syracuse Market

MEDIA SELECTION IS A CINCH

Here is a market of 1,501,500 population, with annual buying income of more than \$3 billion

There's a single, effective and economical way to sell **all** of it!

The Syracuse Newspapers deliver 100% home coverage of Syracuse and Onondaga County; 90% coverage of the Standard 3-County Metropolitan Area and up to 76% in the balance of the 12 counties that comprise the TOTAL 15 COUNTY SYRACUSE MARKET.

***No Other Combination of Media in the Area Will Do
a Comparable Job at a Comparable Cost.***

FULL COLOR AVAILABLE — DAILY AND SUNDAY

*Represented Nationally by
MOLONEY, REGAN & SCHMITT*

*America's No. 1
Test Market*

the SYRACUSE

NEWSPAPERS

HERALD-JOURNAL & HERALD-AMERICAN
Evening Sunday

THE POST-STANDARD
Morning & Sunday

CIRCULATION: Combined Daily 230,814 Sunday Herald-American 202,467 Sunday Post-Standard 102,966

How to Get Business Off the Ground

(continued from page 47)



prove just how much it is worth to the company. It is also difficult to decide just how much should be spent to do the particular job the company wants done. And the difference in aircraft costs are nearly as great as the difference in cost between a classified ad in a newspaper and a television spectacular.

What constitutes value? Sometimes it is the ability to move executive teams quickly from one place to another on an emergency basis. Here cost of transportation and elapsed executive time are only part of the cost picture, and the real value of the plane is centered in the fact that a certain part of the company's operation stands paralyzed until the executive team gets there to solve a problem, sign a key contract, or whatever.

Similarly, executive mobility may tip the balance in favor of company success if it is embroiled in a highly competitive market. Allan D. Lynn, former Navy test pilot and now president of Bonnie Dog Food Co., Sacramento, Cal. (sales about \$3.5 million), attributes a great amount of his success in getting and keeping good distribution for his products in the highly competitive pet food market to his ability to cover the entire western market personally in his light Piper Apache. He covers the coast from Seattle to Los Angeles and east as far as Denver, dropping in on key brokers and grocery buyers, and still has time to fulfill his executive responsibilities.



FLYING STATION WAGON by Hiller hops cities as well as wide open spaces, lands in a parking lot to cut ground travel time to nothing. The 'copter seats four.

No accountant can figure the value of an airplane as a sales tool into a cost analysis, yet that can be its most important function. Victor Adding Machine Co. executives found that what they felt was their strongest sales story, product quality, was the most difficult to sell. They found they often lost sales to lower-price machines which, after all, performed as well as a Victor during a sales demonstration. The only way to demonstrate quality, they felt, was to show it being "built in" at their Chicago plant. Victor now operates a luxurious Convair 440, outfitted to accommodate 15 passengers in grand style, to fly dealers, prospects and even its own salesmen from all parts of the country to the home plant for quality-oriented tours.

► Lockheed, which should realize the value of aircraft if any company does, uses a Cessna 310 for executive flights between two plants only 20 miles apart. But, as that 20 miles consists of Los Angeles, the time saved—and the ability to make the trip in the first place—is worth far more than the extra cost of flying.

So value in a business aircraft evidently is, like advertising, something that is best determined by sound executive judgment. There is no specific set of conditions under which a certain type of airplane should or should not be purchased; for the most part, the decision must be subjective and based on a host of abstract considerations.

Of course the image of corporate aircraft as an "executive plaything" still persists to a certain degree. In fact, it persists enough to prevent a good many companies from painting a corporate symbol on the side of the plane (a sort of "it won't do us any good in the air and on the ground it might give the stockholders the wrong idea" reaction). But this reputation is generally undeserved. As a rule this type of hanky-panky is present only in privately held corporations where the owners actually have the right to do pretty much as they please with their money.

And it sometimes does happen that overeager businessmen will rationalize a plane or two that the company doesn't really need. But this type of executive is usually making other mistakes, bigger and better ones, that tend to limit the duration of his influence on the company.

In any event, there is no reason to believe that business flying won't keep right on growing and growing, and become a more important factor than ever in business communications. ♦ **KMR**

Flint-Bay City-Saginaw moves into the top 40 (in actual TV homes delivered)

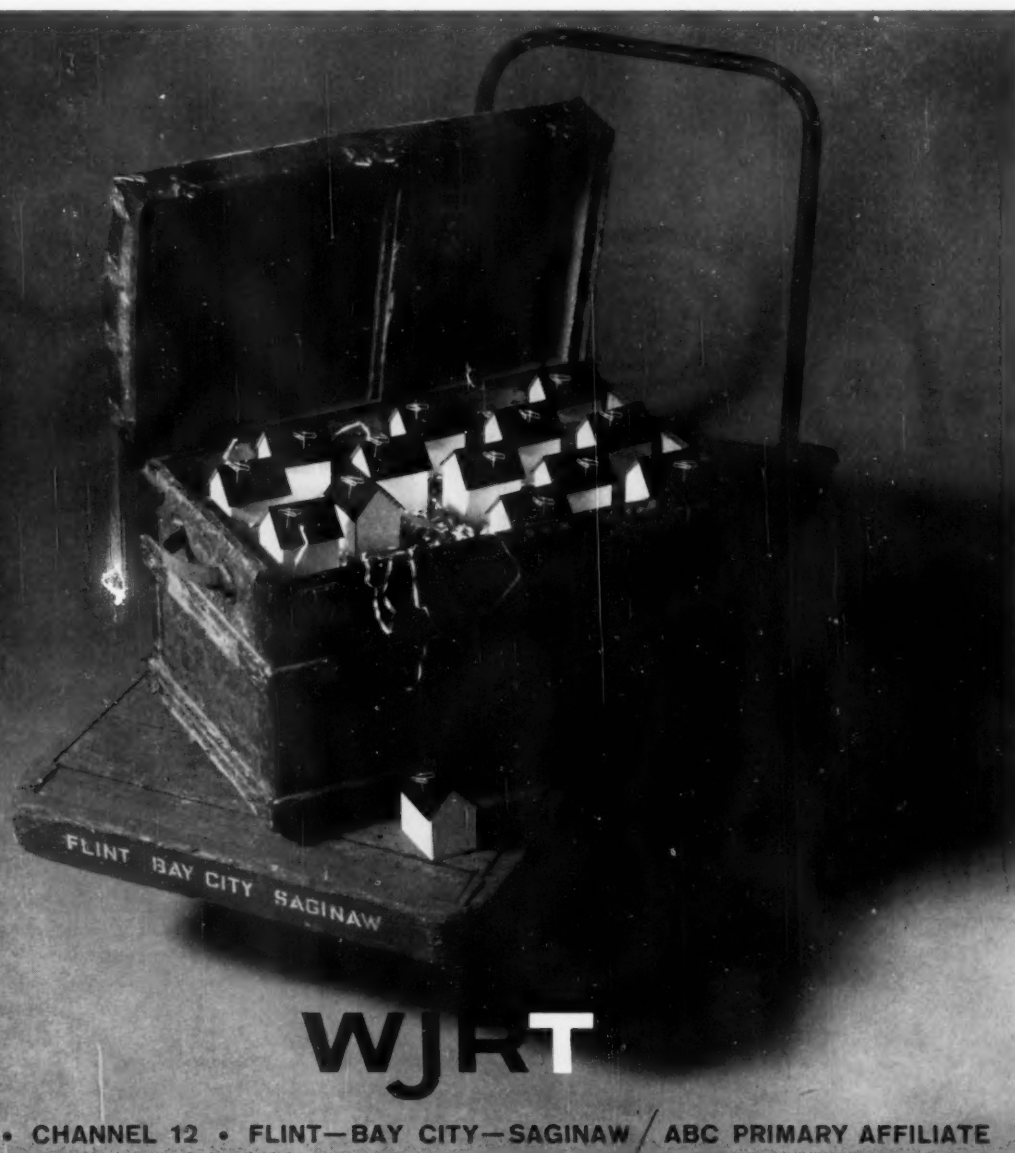
When Flint and Bay City-Saginaw were recently combined into one market, it changed everybody's list of the top 40 TV markets in the country. Have you brought yours up to date yet?

To check, just see if you've got Flint-Bay City-Saginaw listed in the same neighborhood as Providence, Charlotte and Denver. For that's where this Eastern Michigan market has moved on the all-important basis of homes delivered.* That is, homes with TV sets actually tuned in.

Another thing well worth noting is that nearly all the viewers in this heavily populated urban market get their television from within the area. And, of course, that's where WJRT is—with City-Grade service to Flint, Bay City and Saginaw.

You can get more information about this new top-40 market, and about WJRT, simply by calling our representatives: Harrington, Righter & Parsons, Inc. Offices in New York, Chicago, Detroit, Boston, Atlanta, Los Angeles and San Francisco.

*Based on ARB Reports—March, 1960 (Sun.-Sat., 6-10 p.m.)



WJRT

WJRT • CHANNEL 12 • FLINT-BAY CITY-SAGINAW / ABC PRIMARY AFFILIATE

A Profitable Opportunity for Some Sales Management Readers *If They Act Fast!*

Have you ever thought of your product as a gift item? Of companies buying it in quantities to give to customers and employees at Christmas and other special times? Wouldn't *your* share of the \$300,000,000 business gift market add a substantial plus to your regular sales volume?

Right now is the best time to plan your entry into the business gift market—through Sales Management's eagerly awaited Annual Gift Issue. In mid-September, when most companies are beginning to fret about "what to give this year", the issue—a dazzling "Gift Fair" with hundreds and hundreds of items of every description displayed in its advertisements and multi-page pictorial Gift Gallery—will be delivered to almost 40,000 executives.

Strong Merchandising Support

Mailing the issue to Sales Management's 32,100 subscribers is just the curtain-raiser on a strong merchandising program that continues for the life of the issue. Right after publication, the Gift Issue is also mailed to 7,532 companies whose interest in buying business gifts is a matter of Sales Management record. Meanwhile our Buyers' Wants Department is busy recommending the products of Gift Issue advertisers to executives who ask our help in selecting suitable gifts.

Last year we made 6,077 recommendations to typical buyers like these: a company that bought 1,000 items at \$5.00 each; a food company with

\$8.50 to spend on each of 8,000 employees; a brewery with 3,000 names on its list looking for a \$4-\$6 product; a printing firm in quest of 925 personal gifts from \$5-\$12; a transportation concern with \$15,000 earmarked for gifts.

We honestly believe this single Sales Management merchandising activity alone will produce \$2 million worth of business for this year's Gift Issue advertisers.

No wonder advertisers report: "We are more than pleased with results." . . . Yours is the only ad we can prove pulls all year long." . . . "You did an outstanding job and we are pleased with results." . . . "Very satisfactory job . . . will be with you in 1961."

No wonder you see so many advertisers, large and small, in the Gift Issue year after year after year. No wonder so many increase their space when they renew for the current year: last year, 29, this year 17 *to date*. Nine are changing from black and white to 2-color ads, four from 2- to 4-color ads. When veteran advertisers increase their space from one year to another, there's only one explanation—RESULTS.

Act Fast—TODAY!

Space reservations can be accepted up to August 3. Detailed information will be in your hands in a few days at the most if you phone, wire, write today. Address your request to—

Business Gift Issue
SALES MANAGEMENT
630 Third Avenue, New York 17, N.Y.



Now you can move personnel overseas *with Push-Button ease!*

A call to any of our 1,000 agents throughout the United States and Canada "feeds" your particular and individual requirements into the North American International Division, "pre-programmed" by the largest overseas agent network, and the longest and most intensive overseas moving experience of any van line.

Typical problem: 200 Chrysler family households to Geneva, Switzerland, Rotterdam, Holland and London, England by air. Answer:

Each move completed by North American in five days; Chrysler-estimated savings of several thousands of dollars per move in total relocation costs over other moving methods.

Whether your next overseas moving problem is imminent, or in the undetermined future, write us (or call your *local* North American agent) now. We'll send you a most illuminating folder on this important phase of expanding your overseas markets.



NORTH AMERICAN VAN LINES

the GENTLEman of the moving industry

FT. WAYNE,

INDIANA

The Magic of Emotion

It's 11 p.m. 45th and B'way. The theatre doors open. Look . . . those people coming out . . . see their expressions . . . see how they have been moved by the magic of emotion. I too have moved people through the magic of emotion with the same impact created behind those theatre doors—only I did it with highly dramatized, specially written and produced phonograph records, which I used to educate, inspire and motivate distributors and dealers.

I have also pre-sold consumers utilizing mass records in a way never before done. I am a producer, writer, narrator and merchandiser. I have been reaching the consumers and the sellers of products with recorded productions that carry an impact rarely attained in the world of business. You have read of my unique talents in the national magazines and business pages. I am in N. Y. C. from Los Angeles seeking two or three select companies that sense the need for this kind of approach.

Write Box 750—Sales Management



Four Transistor Tape Recorder

First time offered. New, compact 7 1/2" x 5" x 2 1/2", records and plays back. Shipped complete with 2 flashlight batteries, 9 volt radio battery, microphone, monitor earphone, 15 minute tape and take up spool. Excellent for executives, salesmen, students. Records conversations, talks and verbal notes. Perfect for prizes, gifts, premiums. Only \$34.95 postpaid, 3 for \$99.00. (no COD's please) Dinah Dee, Dept. SM771, Box 6734, San Antonio 9, Texas.

BETHLEHEM
WANTED FOR ALL USERS OF DECALS
RUBBERCAL® (plastic decal) is permanent, waterproof, toughest applied - without water in any weather. Best indoor, outdoor emblems. More economical. Write for samples. Made only by
MULTI-COLOR PROCESS CO., Box 1033, Tulsa, Okla.

Plan LUAUS
for CONVENTIONS • CLUB • HOME
LEIS. ORCHIDS, HULA SKIRTS, etc.
ORCHAWAII
Hq. 305 7th Ave., N.Y. 1, N.Y., OR 5-6500
Br: 30 W. Wash. St., Chi. 2, Ill. AN 3-6622

Executive Shifts In the Sales World

Abitibi Corp., Detroit—Alan B. Cook appointed general sales manager and a member of the board of directors.

Allied Decals, Inc., Cleveland—William G. Giesse appointed director of marketing.

American Can Co., Milk Container Div., New York—Edward K. Walsh promoted to general manager of sales.

Bethlehem Steel Co., Bethlehem, Pa.—William M. Mayberry named assistant general manager of sales.

Bostitch, Inc., Greenwich, R. I.—John M. Wilson appointed general sales manager.

Columbia Broadcasting System, Inc., CBS Electronics Div., Danvers, Mass.—L. Donald Cole promoted to manager of marketing services.

Crucible Steel Co. of America, Trent Tube Co. subsidiary, East Troy, Wis.—Fred W. Beitner named vice president—sales.

EBSCO Industries, Inc., Birmingham, Ala.—W. Oliver Cox named director of marketing.

The Electric Autolite Co., Toledo—Earl R. Fiene assumes position of vice president and director of sales.

Esterbrook Pen Co., New York—Kenneth N. MacDonald elected vice president—marketing.

Federal Pacific Electric Co., Cornell-Dubilier Electronics Div., Newark—Glenn E. Ronk appointed director of marketing.

The B. F. Goodrich Co., Akron—W. Gerald Wilson appointed manager of market planning.

H. J. Heinz Co., Pittsburgh—Louis A. Collier named general manager—marketing.

Kleen Stik Products, Inc., Chicago—George Collons appointed general sales manager.

La Choy Food Products, Archbold, Ohio—Mrs. Rosella Finlay named director of institutional sales.

Perry Meyers, Inc., Meyers, Newell & Trivers, Inc. Div., New York—Julian N. Trivers appointed managing partner, and Donna Newell, vice president of the new division.

Mohasco Industries, Inc., Amsterdam, N. Y.—John J. Cahill appointed director of marketing.

The Mosler Safe Co., New York—Arthur F. Anderson named national sales manager—Commercial Division.

National Distillers & Chemical Corp., National Distillers Products Co., New York—Braddock Greene named director of marketing.

Chas. Pfizer & Co., Inc., Pfizer Laboratories Div., New York—Herbert Grossman appointed director of marketing.

Robertshaw-Fulton Controls Co., Robertshaw Thermostat Div., Richmond—Frank H. Post, vice president and general manager, becomes vice president of marketing.

Schick Inc., New York—Gerard Hyman appointed general sales manager.

Thatcher Glass Mfg. Co., Inc., Beverage Container Div., New York—Richard Burgess appointed sales manager of this newly created division.

Studebaker-Packard Corp., Automotive Div., South Bend, Ind.—Frank J. Suslavich appointed vice president and general sales manager.

Rockwell Manufacturing Co., Power Tool Div., Pittsburgh—E. L. Tabat named vice president of marketing.

Rayonier, Inc., New York—Michael A. Brown, general manager of sales, elected vice president.

Virginia Chemicals and Smelting Co., West Norfolk, Va.—J. A. Weatherford named director of sales.

Advertisers' Index

This index is provided as an additional service. The publisher does not assume any liability for errors or omissions.

Advertising Checking Bureau 91 Agency: Harris, Wilson & Walt, Inc.	Heating, Piping & Air Conditioning 99 Agency: McLain & Associates	Parade 60 Agency: Reach, McClinton & Co.
Akron Beacon Journal 80 Agency: Joseph Gullozet & Co.	Hertz System 4 Agency: Needham, Louis & Brorby, Inc.	Pontiac Press 78 Agency: Larue Cleveland, Inc.
Allentown Call 88	Hospitals, Journal of American Hospital Association 9 Agency: Bernard J. Hahn & Associates	Purchasing 72 Agency: Gray & Rogers Advertising
American Telephone & Telegraph Co. (Long Lines Dept.) 1 Agency: N. W. Ayer & Son, Inc.	Industrial Equipment News 7 Agency: T. N. Palmer & Co.	Quad City Newspapers 86 Agency: The L. W. Ramsey Advertising Agency
American Telephone & Telegraph Co.—National Yellow Pages Service 83 Agency: Cunningham & Walsh, Inc.	International Paper Co. 33 Agency: Oligny, Benson & Mather, Inc.	Reader's Digest 24 Agency: J. Walter Thompson Co.
Armstrong Cork 16 Agency: Batten, Barton, Durstine & Osborn, Inc.	International Science & Technology 51 Agency: E. Matthew Miller	Roanoke Newspapers 72 Agency: Hall & Co., Inc.
Associated Business Publications, Inc. 2-3 Agency: Van Brunt & Co.	Iron Age 111 Agency: The Harry P. Bridge Co.	Rock Island Argus 90 Agency: Clem T. Hanson Co.
Booth Michigan Newspapers 69 Agency: The Fred M. Randall Co.	Kraft Foods Division 14 Agency: Foote, Cone & Belding	Rockford Newspapers 108 Agency: Cummings Brand & McPherson
Business Week 101 Agency: Donahue & Coe, Inc.	Look 31 Agency: McCann-Erickson	Rubber World 93-96
CBS Owned Radio Stations 2nd Cover Agency: Sudler & Hennessey, Inc.	Los Angeles Herald Express 109 Agency: Summit Advertising, Inc.	F. C. Russell Institute of Selling 68 Agency: Steadfield & Byrne, Inc.
Celluloplastics, Inc. 54 Agency: Heffernan & McMahon, Inc.	Lufthansa German Airlines 73 Agency: D'Arcy Advertising Agency	Sales Management 26-27, 120
Chemical Engineering 28 Agency: Royal & DeGuzman	McClatchy Newspapers 57 Agency: J. Walter Thompson Company	Santa Ana Register 53 Agency: Marketing Engineers
Chicago Tribune 4th Cover Agency: Foote, Cone & Belding	McGraw Hill Publishing Co. (Direct Mail) 90 Agency: Sussman & Sugar	Spokane Chronicle, Spokesman Review 81 Agency: Showacre, Coons, Shotwell, Adams, Inc.
Container Corp. of America 75 Agency: N. W. Ayer & Son, Inc.	McMurry Co. 92 Agency: Edward Weiss Advertising Agency	Spotts Mailing Corp. 23
Creative Packaging 3rd Cover Agency: LaGrange & Garrison, Inc.	Meriden Record Journal 58 Agency: Gordon Schonfarber & Associates	Suburbia Today 89 Agency: Tobias, O'Neil & Gallay, Inc.
Crosley Broadcasting Corp. 55 Agency: The Ralph H. Jones Co.	Mill & Factory 84-85 Agency: Schuyler Hopper Co.	Syracuse Newspapers 117 Agency: Doug Johnson & Associates
Delta Airlines 22 Agency: Burke Dowling Adams, Inc.	Milwaukee Journal 5 Agency: Klau-Van Pieter-Dunlap, Inc.	TV-Guide 103-106 Agency: Gray & Rogers Advertising
Denver Chicago Trucking Co. 87 Agency: Galen E. Broyles Co.	Moline Dispatch 90 Agency: Clem T. Hanson Co.	Time 59 Agency: Young & Rubicam, Inc.
Detroit Free Press 8 Agency: Karl T. Behr	Multi-Color Process Co. 122 Agency: Louis A. Brandenburg	Together 25 Agency: Heri Sturges & Associates
Detroit News 76 Agency: W. B. Doner Co.	NBC-TV 10-11 Agency: McCann-Erickson, Inc.	U. S. News & World Report 52 Agency: MacManus, John & Adams, Inc.
Dinah Dee 122 Agency: Glenn Advertising, Inc.	New York Journal American 98 Agency: Kaster Hilton Chesley Clifford & Atherton, Inc.	United Air Lines 13 Agency: N. W. Ayer & Son, Inc.
Dow Chemical Co. 61-66 Agency: MacManus, John & Adams, Inc.	New York Times 6 Agency: Gilbert Advertising	Viewlex, Inc. 56 Agency: Marwel Advertising, Inc.
Eastman Kodak Co. (Premium Trade) 79 Agency: J. Walter Thompson Co.	New Yorker 19 Agency: Chirung & Chams, Inc.	WBTV (Charlotte, N. C.) 34 Agency: Kincaid Advertising Agency
Field Enterprises (Chicago Sun Times/Daily News) 71 Agency: Earle Ludgin Co., Inc.	North American Van Lines 121 Agency: The Biddle Co.	WJRT (Ft. Wayne/Saginaw) 119 Agency: Campbell-Ewald Co.
Good Housekeeping 15 Agency: Ellington & Co.	Orchids of Hawaii 122 Agency: Kenneth A. Glaser, Inc.	Wall St. Journal 112-113 Agency: Martin E. Speckter Associates
Greensboro News-Record 100 Agency: Henry J. Kaufman & Associates	Outdoor Advertising, Inc. 21 Agency: McCann-Marschall, Inc.	Weekend 114 Agency: Breanson & Scott, Ltd.
Grit Publishing Co. 32 Agency: Gray & Rogers Advertising	Packer Corp. 91 Agency: Gillham Advertising Agency	Western Union Telegraph Co. 20 Agency: Benton & Bowles, Inc.
		Willard Hotel 92
		Williams & Anderson 100 Agency: Horton, Church & Goff, Inc.

ADVERTISING SALES

EXECUTIVE VICE-PRESIDENT
Randy Brown

DIRECTOR OF SALES PROMOTION
Richard Ehrlich

SALES SERVICE MANAGER
Edward S. Hoffman

ASST. TO EXECUTIVE VICE-PRES.
Cecelia Santoro

PRODUCTION MANAGER
Virginia New

SERVICE ISSUES PRODUCTION MANAGER
Madeleine Singleton

DIVISION SALES MANAGERS

New York—W. E. Dunsby, Wm. McClenaghan, Robert B. Hicks, Dan Callanan, Philip L. Paterson, Dan O'Fee, 630 Third Ave., New York 17, N. Y., YUkon 6-4800.

Chicago—C. E. Lovejoy, Jr., Associate Publisher and Western General Manager; W. J. Carmichael, Western Advertising Director; Thomas S. Turner, Western Sales Manager; Robert T. Coughlin, 333 N. Michigan Ave., Chicago 1, Ill., State 2-1266; Office Mgr., Margaret Schulte.

Pacific Coast—John W. Pearce, Pacific Coast Manager, 3055 Wilshire Blvd., Suite 204, Los Angeles 5, Calif., DUnkirk 5-0235; Warwick S. Carpenter, Director of Marketing, Western Area, 731 E. Figueroa St., Santa Barbara, Calif., WOODland 2-3612.

Washington, D. C.—Ormond O. Black, Southern Manager, Mezzanine, The Willard Hotel, 14th St. & Pennsylvania Ave., N.W., Washington 4, D. C., DIstrict 7-6010.

OFFICERS

Chairman of the Board and Publisher, Philip Salisbury. **President,** John W. Hartman. **Executive Vice President,** Randy Brown. **Associate Publisher and Senior Vice President,** C. E. Lovejoy, Jr. **Vice President-Marketing,** John H. Caldwell. **Senior Vice President and Director of Circulation,** R. E. Smallwood. **Senior Vice Presidents and Division Managers,** W. E. Dunsby, Wm. McClenaghan, W. J. Carmichael.

The Scratch Pad



BY T. HARRY THOMPSON

Adult headline by Dolly Madison cakes: "Shortcut to shortcake."

Idle Thoughts Dept.: Wonder if mononucleosis, the kissing disease, would have stopped Georgie Porgie.

Feature writer Hugh Scott of The Philadelphia Inquirer warns that life won't begin at 40 if you go like 60 when you're 20. In similar vein, he reports a grisly sign on a florist's truck: "Drive carefully. The next load may be on you."

Old-timer: One who can remember the Smith-Premier typewriter, with no shift-key, but a key for every character.

Bernie Bergman, former editor of the Jewish Exponent, sent that paper a story I liked: A man who had recently become a widower was having himself a ball in a night club. "Mannie," exclaimed a friend in his most condemnatory tone, "how come you got the heart to be in a place like this so soon after it happened? Ain't you ashamed of yourself?" Mannie looked properly crestfallen and replied sadly: "Look, Kalman, in my grief do I know what I'm doing?"

Trivia Dept.: From television I get the impression that girls might not smoke if they had to light their own cigarettes.

Webster says "a-MOR-tize" but the public says "AM-or-tize." You can't fight City Hall, Noah.

After Adolph Ochs died, his son-in-law, Arthur Hays Sulzberger, became publisher of The New York Times for 26 years. Just before his 70th birthday, Mr. Sulzberger turned the wheel over to HIS son-in-law, Orvil E. Dryfoos. Moral: Be nice to your father-in-law.

A Minneapolis contrib concedes that oscillation may ease JFK's aching

back, but hopes that, under the strain of everything, he won't go off his rocker.

In a sequence on "Candid Camera" having to do with weighing people, Arthur Godfrey chuckled "Metrecali Rose," and I gave him credit for a nice jeu-de-mots. Then I saw the same play-on-words in Reader's Digest. Ho, hum!

Shoptalk Dept.: In the automotive

trade, it's a showroom. In a commercial hotel, it's a sample room. But, in the lingo of funeral directors, it's a Selection Room (cap S and cap R)!

No TV program shows me up as an abysmal ignoramus so much as General Electric's "College Bowl." I don't even understand some of the questions!

A niece less than half my age warned me back there not to put \$700 into a television combo. Screens would get bigger, she warned, and how right she was. I've kept this big thing for its purity of tone on records and FM radio, but the television section just sits there like something in a musty museum.

How to avoid painful sunburn: Stay the hell out of the sun.

Marketing: Spark Plug of Corporate Success

A Rolls-Royce parked at a curbside fills me with awe and admiration. It lists at \$15,655 and will still be in style 20 years from now.

Yet, I reflect, that hunk of British magnificence won't go around the block without a handful of spark plugs costing roughly four shillings apiece.

Spark plug!

It is the wind in the spinnaker of the sportsman's yacht. It is the steam in the boilers of the Queen Mary. It is the kinetic force that will one day send a man to the moon.

In brief, and in truth, the spark plug of corporate success is marketing, including advertising in its many forms.

Men move up to president by four main paths: (1) finance, a familiarity with figures; (2) law, a working knowledge of legal procedure; (3) selling, an intimacy with the exchange of goods for money; (4) marriage, the tired joke about the boss's daughter.

Naturally, I admire the money-man with the Euclidian mind. I like the attorney who keeps the firm out of court. I have no quarrel with the young man who marries well and starts at the top. But I am in closest affinity with the man who makes it by the sales route.

The others are conscious of the need to sell at a profit, but selling is a sort of religion to the sales-minded president. By instinct, he will be alert to marketing angles. He will see that the spark plug of business is clean, and with no cracked porcelain. T.H.T.

- A single source for integrated package requirements
- 65 years of creative design and production experience
- A wider choice of packaging processes and materials

CREATIVE PACKAGING INCORPORATED



CREATIVE PACKAGING, INCORPORATED offers you a single source of supply and responsibility for packaging of outstanding quality and "buy appeal." Complete manufacturing facilities and broad latitude in selection of processes and materials offer substantial advantages in creative freedom and production economy.

Let CREATIVE PACKAGING, INCORPORATED ease *your* procurement problems. Call on this *one source* for designing and producing a complete line of folding cartons, set-up paper boxes and inserts; fabricated and formed plastic containers; display containers, spiral wound tubes; molded, vacuum or pressure-formed cavities and blisters. Also a complete line of injection molded plastic boxes, dividers and inserts in stock sizes, shapes, and colors, or to custom specifications.



Write for
new full color,
illustrated Brochure

Creative Packaging, Incorporated

111 Monument Circle • Indianapolis • MEIrose 5-3577

DIVISIONS:

Diamond Plastics Industries, Roanoke • Paper Package Company, Indianapolis

One Source of Supply for Your Packaging Requirements





The Chicago Tribune reaches the right Kind of people

To a seller of refrigerators, there are only two kinds of people in a market. Those who buy. And those who can't, won't or don't.

The problem is how to reach more of the right kind. And in Chicago, that's easy. Most of them read the Tribune. In city and suburban households, 65% of the refrigerator buyers read the Sunday Tribune; 55% read

the Daily Tribune.

Now maybe you sell ranges, rugs or railroad tickets rather than refrigerators.* It doesn't matter. The Tribune still delivers a larger audience of actual buyers than any other Chicago newspaper.

You'll sell more to the right kind of people—the people who buy—when you use the Tribune in Chicago.

MORE READERS... MORE BUYERS... MORE RESULTS—

The Tribune Gets 'Em in Chicago!



*And if you do sell refrigerators, our new MARKET POWER study has lots of information about your kind of buyers. Ask a Tribune representative for the full story.

2

PART 2

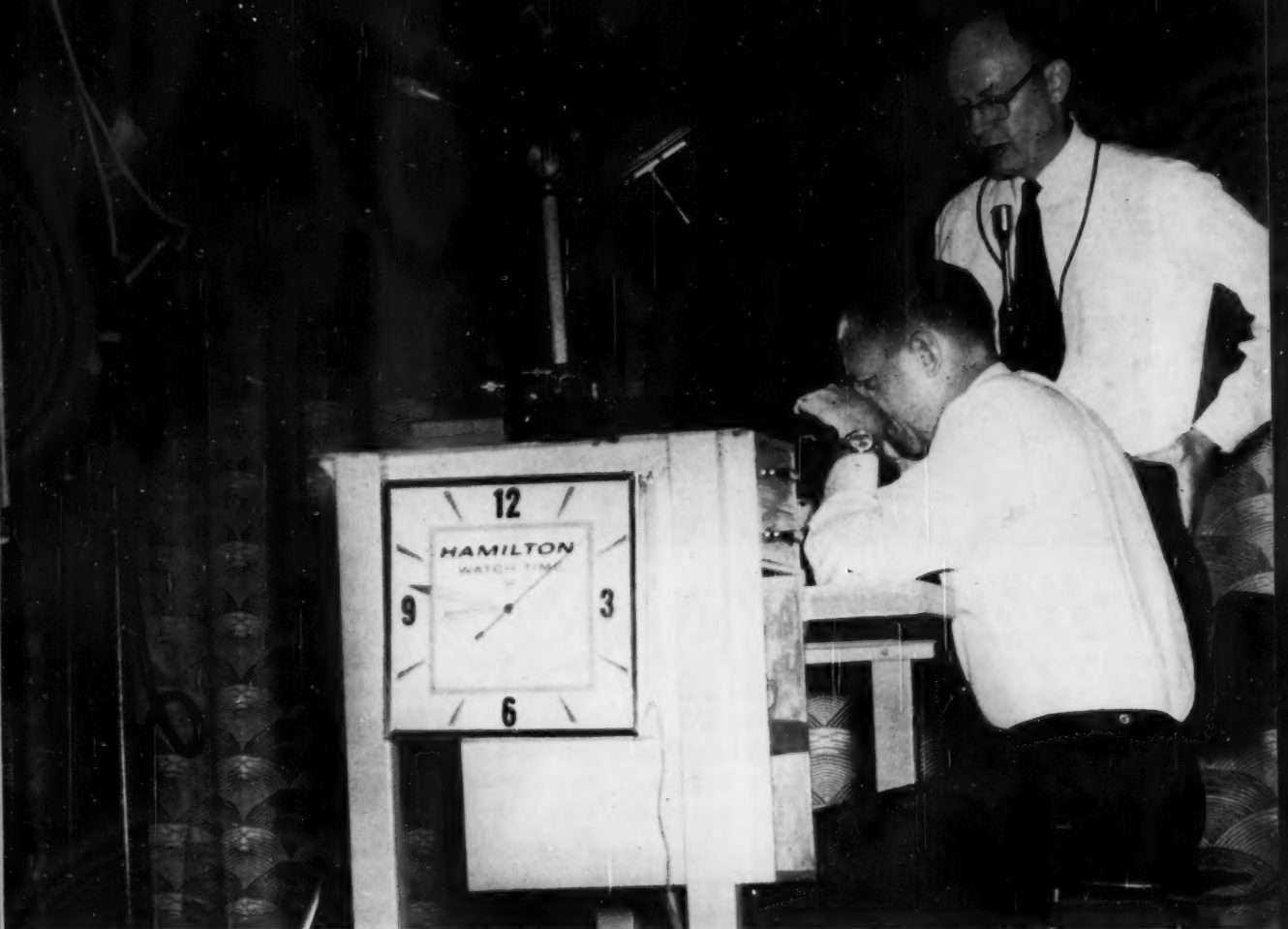
Sales Management

PART TWO

Sales Meetings

PROOF ON THE SPOT

PAGE 58



JULY 21, 1961

NEGLECTED: SKILLS TRAINING page 33
FREE SERVICES AT BIG SHOW page 90
YOU NEED QUALITY CONTROL page 44
TWICE IMPACT AT HALF COST page 39

TWA 1961

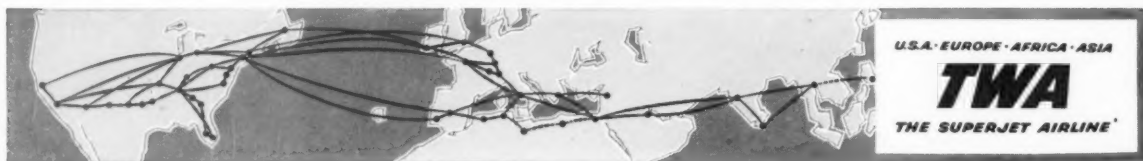


Why TWA leads with Jets on time

TWA Jet-engine maintenance is the talk of the industry. Recently the U. S. Government authorized TWA to extend operating time of its Pratt & Whitney JT-3 Jet engines by 12½ per cent over the time previously allowed any airline! Credit for this vote of confidence belongs to TWA maintenance crews

and the periodic overhaul they give each TWA Jet engine. They disassemble it, clean it, X-ray it, replace all worn components, then reassemble it just like new. That's why TWA SuperJets excel in on-time performance—why you can always rely on a smooth, comfortable flight aboard **TWA SuperJets**.

Fly TWA SuperJets across the United States and to leading cities in Europe and Asia
Call your travel agent or nearest TWA office



* TWA THE SUPERJET AIRLINE is a service mark owned exclusively by Trans World Airlines, Inc.

A NEW DIMENSION IN SERVICE FOR LAS VEGAS CONVENTIONS AND SHOWS



Charles J. Coolidge
Las Vegas Manager



D. S. "Buck" Freeman
President



John E. Gebhard
General Manager



NEW
FREEMAN DECORATING CO.
Office and Warehouse
2806 S. Highland Ave.
Las Vegas, Nevada

FREEMAN DECORATING CO.

This month Freeman Decorating Company proudly announces the opening of its new Las Vegas branch and becomes a permanent part of the Las Vegas CONVENTION SCENE.

To help contribute to Las Vegas' continued growth as an ideal convention Capital . . . to better serve our clients and the many groups planning

their first Las Vegas meeting, and to every convention planner . . . we offer resourceful, creative planning . . . and decorating "service in depth" . . . based on 31 years of success for Freeman-decorated conventions, exhibits, parties and trade shows.

Call or write the Freeman office near you for additional information.

DALLAS

John E. Gebhard
General Manager
3004 Commerce St.
Riverside 1-1514

DES MOINES

David L. McKinney
Manager
1800 Keosauqua Way
ATlantic 8-5705

OMAHA

Don Baughman
Manager
4517 Military Ave.
556-8984

LAS VEGAS

Charles J. Coolidge
Manager
2806 S. Highland Ave.
DUdley 4-8143

WASHINGTON, D.C. Representative, Mrs. Frances K. West, Suite 506, 4707 Connecticut Ave., N. W., WOodley 6-9471

MEETINGS BY THE SEA

HOTEL *Dennis* Atlantic City

Everything's here for you and your organization—whether you're a size 20 or 500.

- Six large specially designed Executive Suites—plus a variety of regular suites and suite combinations
- Magnificent Grand Ballroom—fully equipped and air conditioned
- Seven additional meeting rooms to suit every need
- An expertly trained staff that plays a heavy "behind the scenes" role in the success of every convention
- Entertainment for ladies arranged by social staff
- Food and wine that make the memory of banquets linger on

And, of course, all the comforts, convenience and fun of the Hotel Dennis. Right on the Boardwalk and close to all the famous shops. Private putting green, golf privileges at Atlantic City's exclusive clubs and swimming in the ocean. Complete health club with steam rooms and massage.

Gay social hours—friendly buffets, dancing nightly in the smart Fjord Room. Dining to your liking in a variety of attractive rooms.

There's more to tell you—why not write for brochure and set of illustrated blueprints?

JOHN W. TYLER

Vice President and Director of Sales

**ON THE BOARDWALK
AT MICHIGAN AVENUE**

Telephone (Area Code 609) 344-8111

**Owned and Operated by the
BUZBY FAMILY**



Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

Executive Offices: 1212 Chestnut St., Philadelphia 7, Pa., WA 3-1788

C O N T E N T S

Neglected Half of Sales Meeting: Sales Skills Training	33
Tape recordings used in meeting to present unstilted sales calls.	
IBM Meetings Around the World	36
Company held 100% club meetings in five cities for awards.	
Twice Impact at Half Cost	39
Monsanto had signed early, then found it had smaller budget.	
How to Build Interest in Ads	42
Schering meeting offered recognition, competition, money.	
You Need Quality Control	44
Meetings are commodities. As such, "buyer" has right to quality.	
Proof On The Spot	58
Employees become actors. Program is fun; messages are serious.	
Don't Open with A Chorus Line	70
Director for closed-circuit TV bans dancing girls as opener.	
Mailman Delivers Goodyear Meetings	72
Packaged kits sent to dealers who stage their own sessions.	
Plastic Name Strips Show Up at Meetings	76
Embossed tapes used to label aircraft parts now at meetings.	
"We're Willing To Laugh at Ourselves"	80
Meeting for new program has movies that star company talent.	
New Module Idea	84
Modules break down into eight triangular sections for shipping.	
How to Work TV Into Convention	87
American Gas Assn. closed-circuit TV to promote its product.	
All Services Free for Big Show	90
Experimental package, space rate to cover labor and other charges.	

Technique Second to Content	94
Philco puts emphasis on meeting content—merchandising plans.	
Guests Triple When Showroom Becomes "Club"	107
Wings Bras converts its showroom into hospitality suite.	
U.S. Govt. Opens London Trade Center	110
Aim is to help small manufacturers get into export business.	
What You Should Know About Incentive Travel	116
Its success depends on analysis of competition, and realistic goals.	
What to Do When There's Nothing New	123
When product doesn't change, ingenuity has to make up for it.	
Boom in Western Halls	126
Race is on in West to build new better convention halls.	
How to Deal with "Human Nature"	132
When you consider trade shows activity, keep in mind two traits.	
Olin Has 'Em Involved in Advance	136
Packaging film salesmen come prepared to give presentations.	
There's a Right A-V Aid for Every Need	140
Audio-visuals should be right for size of audience, shape of room.	

DEPARTMENTS

Advertiser's Index	150	Facilities Roundup	7
As the Editors See It	14	Letters	19
Best I've Heard	152	Meeting and Show News	23
Shows and Expositions Calendar		28	

PUBLISHER, Philip Harrison
EDITOR, Robert Letwin
ASSISTANT EDITOR, Melvin M. Waterbor, Jr.
RESEARCH EDITOR, John T. Fosdick
CONSULTING EDITORS,
 Richard Beckhard
 Dr. B. B. Goldner

STAFF PHOTOGRAPHER, Sid Robbins
READERS' SERVICE BUREAU, Anne Collos
CONVENTION DIRECTORY DEPT.,
 Jacqueline Fox
 Eva Roseman
ADVERTISING PRODUCTION, Toulia DePrince

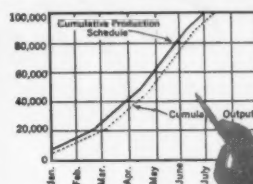
DIVISIONAL SALES OFFICES: Philadelphia—Paul Lightman, Southeast and Foreign Manager, 1212 Chestnut St., Philadelphia 7, Pa. (WAInut 3-1788); New York—Don O'Fee, Eastern Manager, 630 Third Ave., New York 17, N. Y. (YUkon 6-4800); Chicago—Thomas S. Turner, Midwest Manager, 333 N. Michigan Ave. (STate 2-1266); Pacific Coast—John W. Pearce, Western Manager, 3066 Wilshire Blvd., Los Angeles 5, Cal. (DUInkirk 5-0235) and Warwick S. Carpenter, Director of Marketing, Western Area, P. O. Box 419, Santa Barbara, Cal. (WOOdland 2-3612).

SALES MEETINGS is issued bimonthly on the third Friday of January, March, May, July, September and November as Part Two **SALES MANAGEMENT**. All mail for **SALES MEETINGS** should be directed to Philadelphia Office.



Bill Brothers Publications in **MARKETING**: Sales Management, Sales Meetings, Premium Practice. **INDUSTRIAL**: Rubber World, Plastics Technology. **MERCHANDISING**: Fast Food, Modern Floor Coverings, Modern Tire Dealer.

Copyright, Sales Management, Inc., 1961



BESELER VU-GRAPH

*The Right Hand
of Sales
Communication*

The Beseler Vu-Graph, a new and radically different visual tool for business meetings and sales training programs. Operated from the front of a fully lighted room the Vu-Graph is an "electric blackboard." Facing the audience at all times, the user projects what he writes, as he writes it! Or previously prepared transparencies are projected, in brilliant colors, as large as 11' x 11'.

At a sales meeting the key features of a new product appear on the screen the instant the sales manager makes his points. At a conference or board meeting figures and charts are projected, for all to see, without an instant's loss of time. At a sales training session a complex business technique, or a piece of machinery, is visually explained a simple step at a time.

Almost without effort the Vu-Graph becomes the user's "right hand of communication." To learn about the specific benefits of Vu-Graph overhead projectors, and the new visual presentation techniques they permit, use coupon below.

CHARLES BESELER COMPANY

234 So. 18th St., East Orange, N. J.

- ☐ Send complete info on Beseler Vu-Graph and overhead projection techniques.
☐ Have a Beseler A-V Consultant contact me for "no obligation" demonstration.

Company _____
 Address _____
 City _____ State _____
 Attention to: _____

Thank You!

ARTHUR M. LAUFER

Executive Director
New York State Food Merchants Assn., Inc.



Publishers of FOOD MERCHANTS ADVOCATE

New York State Food Merchants Association, Inc.

134 Jackson Street, Hempstead, N. Y., IVanhoe 6-0555

Incorporated in 1902

May 2, 1961

ARTHUR M. LAUFER,
Executive Director

Mr. Paul Grossinger, Managing Director
Grossinger Hotel & Country Club
Grossinger, New York

Dear Paul:

After meeting at your wonderful hotel for four years, our 59th Annual Convention last year was by far the most successful and the best attended.

Never before in the 60-year history of our Association had we met more than two consecutive years at one hotel prior to our 56th Annual Convention held at Grossinger's in 1957.

It would be impossible for me to properly recognize everyone in your organization whose efforts we appreciate so much. I am especially grateful for your personal co-ordination of the work done on our behalf by your various departments and department heads.

The service desk, girls upstairs who handled our advance reservations, and everyone else we came in contact with deserve our sincere thanks. Your convention department is unequalled in its willingness and ability to satisfy each and everyone of our exhibitors' requirements. Of greater importance was the overwhelming satisfaction of our members and guests who attended.

Please convey the deep appreciation and gratitude of all our officers, members and particularly myself, to everyone on the staff of the big "G".

You may be sure that we are looking forward to returning to Grossinger's next Fall for our 60th Anniversary Convention.

Kindest personal regards.

Sincerely,

Arthur M. Laufer
Executive Director

AML:ah

OFFICERS

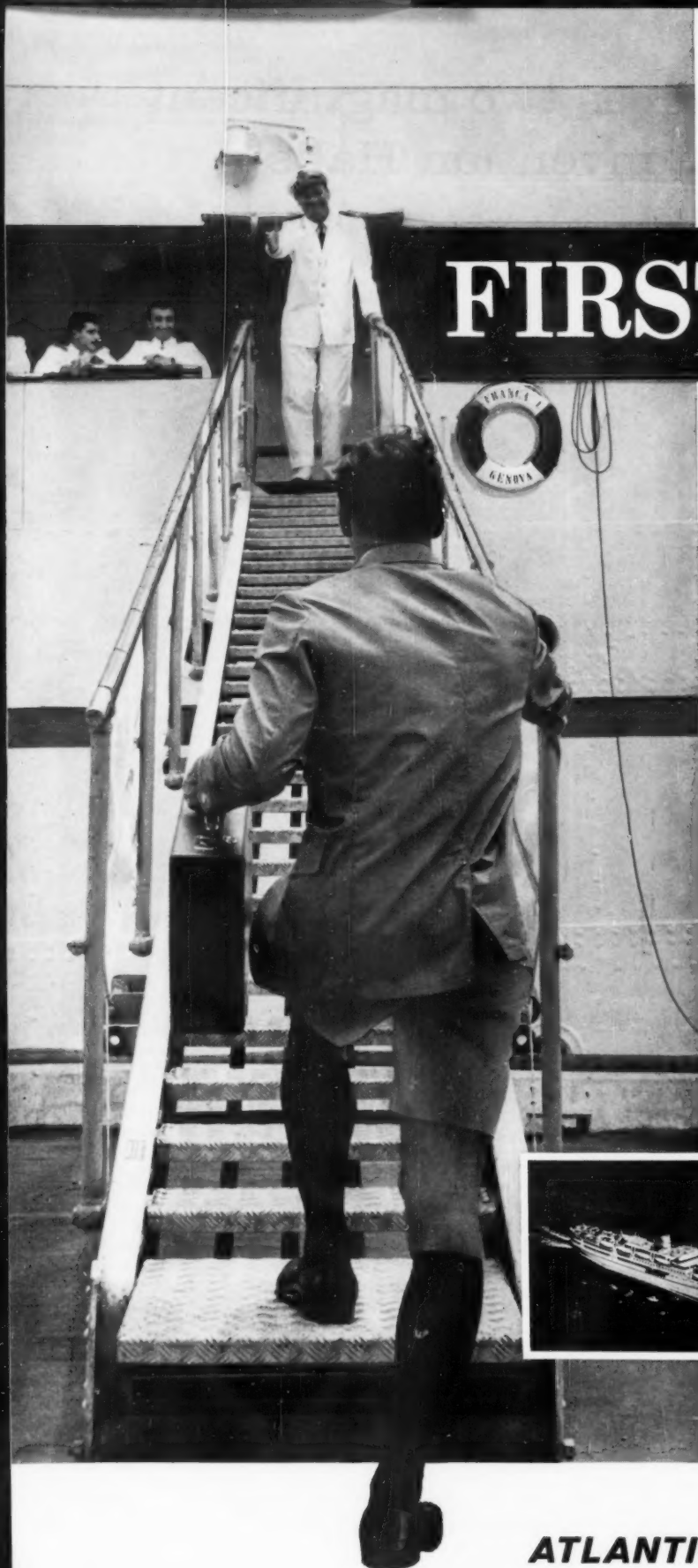
President, **FRANK BADAU**, Southtown
First Vice President, **JOSEPH E. REITER**, Buffalo
Second Vice President, **MARTIN SOBIN**, Manhattan
Third Vice President, **ALLEN L. STRATTON**, Buffalo
Treasurer, **BATIMOND J. TIERNEY**, Rochester
Committee, **ARTHUR M. LAUFER**, New York City

DIRECTORS

MILTON H. BEDRICK, Glen Cove
HERMAN BEISBERG, Tuckers
LEON BOKUNIAN, Buffalo
JACK CEAVALS, Rochester
JOHN EBERHART, Canastota
HARRY HARRISON, Schenectady
JOHN HEINSCHKE, Broadlyn
HARRY LEFKOWITZ, Manhattan
MAX METTOWITZ, Manhattan
BERNARD F. REITER, Queens
BATIMOND J. REIGEL, Schenectady
MOBBIS SHAPIRSTEIN, Tuckers

has everything
FOR YOUR CONVENTION
SALES MEETING • INCENTIVE OUTINGS
Grossinger's
GROSSINGER, N. Y.

For full color
convention brochure
and complete details
phone or write
RICHARD B. BRAINE
DIRECTOR OF SALES
Circle 7-4915
NEW YORK OFFICE
221 West 57th St., New York 19, N. Y.



your

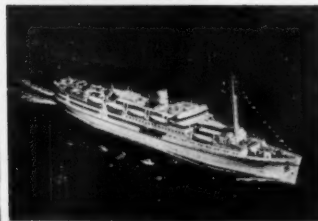
FIRST STEP

toward a successful sales meeting

Business meetings are better than ever when you schedule them aboard the 300 passenger *M/S Franca C.* or the 550 passenger *M/S Bianca C.* Important matters are completed in a "breeze" as you sail the colorful Caribbean on your choice of a completely air conditioned, completely convention-perfect, luxury cruise ship. Everything is ready for your "floating conclave"... meeting rooms accommodating up to 550 persons; newest public address systems, movie projectors, sound equipment, lecterns; display rooms; ship-to-shore telephones; trained convention staff and convention director. And for play time, each delightful ship offers tiled swimming pools; play decks; star studded entertainment, dancing, gala balls; unsurpassed cuisine; Italian elegance offered in the Old World tradition by an English-speaking crew; private shower/bath in every cabin; library; card rooms; first run movies and so much more! In addition, in every exotic port, the ship is your deluxe hotel!

CONVENTION-CRUISES TAILOR-MADE TO SUIT YOUR NEEDS!

Select the length of your cruise, choose your ports of call. We do the rest. The only thing left is to call the meeting to order.



Tupperware's Convention "Top Deck" On Bianca C.

"Our recent distributor convention held aboard the Bianca C. gave our reps an opportunity to enjoy an 8-day Caribbean cruise while maintaining the closeness of our people and spurring the overall accomplishment of the business on hand. It was as electrifying as Tupperware's new promotion, 'Electrifying '61.'"

Put a dash of the unusual in your next business get-together. Today, **TAKE YOUR FIRST STEP TOWARD A SUCCESSFUL SALES MEETING.** Write for complete information about your next meeting aboard the beautiful "C."!

ATLANTIC CRUISE LINE, INC.

520 Biscayne Blvd. • Miami, Florida • Phone: FR 4-4146

HCA announces two magnificent NEW Convention Halls



*Edgewater Beach Hotel
Chicago*

These two HCA hotels are now offering the services of new, fully equipped, large capacity convention facilities designed to cover every conceivable necessity of your meeting, lecture, banquet and exhibit.

The Edgewater Beach's sparkling new Ballroom seats up to 2200 in acoustically perfect, air-conditioned comfort. Or it can be divided into several smaller function rooms — each one completely soundproof and fully equipped.



*Palm Beach Biltmore
Palm Beach*

The Palm Beach Biltmore's new Convention Hall has seating for up to 1000. This attractively decorated, air-conditioned room has everything to insure successful meetings and banquets. Five smaller function rooms are also available at the Biltmore to accommodate groups from 60 to 600.

All HCA hotels are equipped to provide complete, efficient meeting facilities for every type of gathering — from board meetings to national conventions. To get details of what HCA can do for your group, contact any of the hotels listed below.

HOTEL CORPORATION OF AMERICA

A. M. SONNABEND, President



METROPOLITAN HOTELS: New York, The Plaza, Hotel Roosevelt . . . Washington, D. C., The Mayflower . . . Chicago, Edgewater Beach Hotel . . . Boston, Hotel Kenmore . . . New Orleans, The Royal Orleans . . . San Juan, P. R., El Miramar Charterhouse . . . Winnipeg, Canada, Charterhouse . . . London, England, The Carlton Tower. RESORT HOTELS: Palm Beach, Fla., Palm Beach Biltmore . . . Disneyland, Calif., Charterhouse . . . Bermuda, The Carlton Beach . . . Quito, Ecuador, Hotel Quito . . . Nassau, Balmoral Club . . . Swampscott, Mass., The Colony. SUBURBAN HOTELS: CHARTERHOUSES IN Greater Washington, D. C., Cleveland (Euclid) Ohio and others.

Facilities Roundup

LAS VEGAS

Flamingo Hotel recently opened the doors of its new \$1.2 million convention hall. Main area can seat 1,800 persons theater-style and 1,250 for banquets. This 12,000 sq. ft. area can be sub-divided into three separate general session rooms, each of which has its own lighting and public address systems. Area can be used for exhibits. Separate lines provided 110, 220, and 440 voltage outlets every 10-ft. around area. Some additional meeting rooms, which can hold up to 500 persons, are also part of the convention hall.

SAN JOSE, CAL.

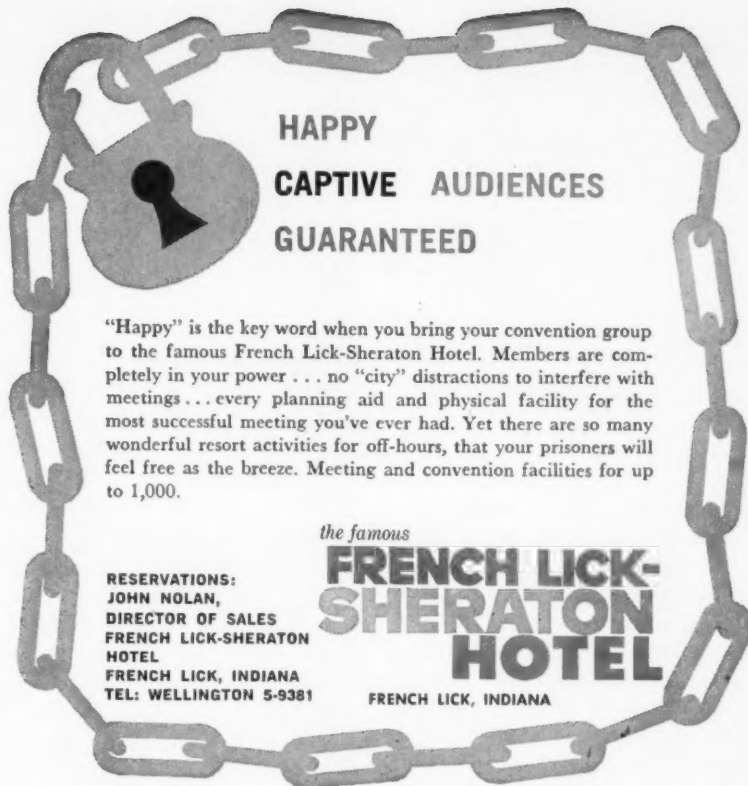
Seventh hotel of the Hyatt House chain opened this spring. Property was purchased through the courts after former owners had fallen into bankruptcy during construction. Hyatt Corp. paid about \$2.3 million for an almost completed structure. An additional \$400,000 was spent to complete the 256 room hotel. Main banquet room accommodates 275-325 persons for a buffet type meal.

KNOXVILLE, TENN.

City will open its new Gen. James White Memorial Civic Auditorium Coliseum, next month. The \$5.5-million structure will feature an auditorium, arena, exhibition hall, plus three meeting rooms. Auditorium can seat 2,536 persons; arena has 4,416 seats and 22,790 sq. ft. of floor space; exhibition hall offers 11,130 sq. ft. with a 16-ft. ceiling clearance. Largest meeting room totals 4,680 sq. ft. and the two smaller ones, 1,575 sq. ft. each. Parking facilities include area large enough to hold 2,000 cars.

SOUTH EGREMONT, MASS.

Renovation of Jug End Barn is near completion. Program, begun in 1958, has led to 12 function rooms, nine of which can accommodate groups of 15-50. Two larger rooms can hold up to 200 for meetings. One of these two rooms can be opened to seat up to 450 for banquets. Thermofax, postage, folding and inserting machine; plus Robotyper, electric typewriters, stenographers, press



**HAPPY
CAPTIVE AUDIENCES
GUARANTEED**

"Happy" is the key word when you bring your convention group to the famous French Lick-Sheraton Hotel. Members are completely in your power... no "city" distractions to interfere with meetings... every planning aid and physical facility for the most successful meeting you've ever had. Yet there are so many wonderful resort activities for off-hours, that your prisoners will feel free as the breeze. Meeting and convention facilities for up to 1,000.

the famous
FRENCH LICK-SHERATON HOTEL

RESERVATIONS:
JOHN NOLAN,
DIRECTOR OF SALES
FRENCH LICK-SHERATON HOTEL
FRENCH LICK, INDIANA
TEL: WELLINGTON 5-9381

FRENCH LICK, INDIANA



FIRST PICK OF THE BLUE CHIPS!

...because Westchester Town House has everything needed to make your convention or sales meeting a huge success. Outstanding accommodations so close to the heart of the city... so far from the hubbub of traffic.

- One hundred luxuriously furnished Air-conditioned rooms
- Telephone and TV in every room
- Banquet Room accommodating 500
- Conference and Meeting Rooms
- Built-in audio system and complete convention equipment
- Fine restaurant with superb food
- Cocktail Lounge
- Coffee Shop
- Swimming Pool

Write or call for data, rates, availabilities;

westchestertownhouse motor inn

TUCKAHOE ROAD AND NEW YORK STATE THRUWAY EXIT 6W OR 6E YONKERS, N.Y. TEL: GREENLEAF 6-6200

THIRTY MINUTES FROM THE HEART OF NEW YORK CITY

192

ways to bring
meetings to your
men ... instead of
men to your
meetings!

192 Holiday Inns, all with meeting room facilities, are at your service for regional, local or simultaneous national meetings. Easily reached by car or plane, Holiday Inns have everything you want under one roof—complete dining rooms, bedrooms, suites, studio rooms. All rooms are air conditioned. Holiday Inn meeting rooms were built just for that purpose—they're clean, modern, well-lighted and beautifully appointed with comfortable chairs, desks, tables. No matter how small or large your meeting problem, let Holiday Inns help you solve it. For additional information and for a complete Holiday Inn directory showing all locations, write: Holiday Inns of America, Inc., Sales Dept., 3736 Lamar Avenue, Memphis 18, Tennessee.

Your Business Host From Coast To Coast

NEARLY 200 NOW IN 32 STATES AND CANADA
A NEW HOLIDAY INN OPENS ALMOST EVERY WEEK.

Alabama	Kansas	North Carolina
Arizona	Kentucky	Ohio
Arkansas	Louisiana	Oklahoma
California	Maryland	Pennsylvania
Colorado	Michigan	South Carolina
Delaware	Mississippi	Tennessee
Florida	Missouri	Texas
Georgia	Nebraska	Virginia
Illinois	New Jersey	West Virginia
Indiana	New Mexico	Wisconsin
Iowa	New York	



ONLY THIS SIGN MEANS

Holiday Inn

REG. U. S. PAT. OFF.

Please send me without cost or obligation the latest Holiday Inns' Directory giving locations, addresses, facilities, rates, phone and teletype number of all Holiday Inns now in operation. Write to: Holiday Inns of America, 3736 Lamar Ave., Memphis 18, Tenn.

Name

Street Address

City Zone

State

P7 Copyright 1961, Holiday Inns of America, Inc.



Facilities Roundup

continued

facilities are available to meeting planners.

TOKYO

Ground was broken recently to begin construction of **Tokyo Hilton Hotel**. This 506 room hotel will be built on three-acre site near Imperial Palace. Ballroom will occupy the second level below the lobby floor. It will be 11,000 sq. ft. in area and accommodate 1,000 persons. Assembly hall, on the same floor, will be able to seat 400 persons. Plans call for seven private dining rooms, also on the same level.

DALLAS

So many downtown civic clubs meet weekly in the **Hotel Adolphus** that the hotel has built a Dallas Civic Center on its ninth floor. Sales Manager George Smith says, "By building them their own permanent meeting rooms, we can give them better service with fewer personnel." Three rooms that make up the center total 4,084 sq. ft. Rooms vary in size from 1,079 to 1,985 sq. ft. Center is served by its own adjoining kitchen and staff. About 1,000 meals are expected to be served weekly by center's kitchen. Hotel plans to use center for hotel functions when businessmen leave center free.

NORFOLK, VA.

Joint venture by Futterman Corp., New York City, and Herbert Glassman, prominent Washington, D. C., investor and hotel man, resulted in the first new hotel to be built in Norfolk in 50 years. Structure is a combination hotel and motel. Center part of structure rises 14-stories high. Extending from the ground floor lobby are two, two-story wings of motel units in two directions. In all, **Golden Triangle** has 361 guest rooms. Hotel is equipped with meeting rooms and banquet rooms to seat up to 1,000 persons.

FRANKFURT, GERMANY

Construction of a new Intercontinental Hotel started here last month. The 1,000-bed hotel will cost about \$10 million. The 20-story building will include a ballroom for up to 700 persons, four banquet rooms, three dining rooms, two bars and two roof ter-



major exhibitors

who are watching budgets
choose Chicago's Amphitheatre

There is a reason why sales-results per dollar spent are greater for those exhibitors who use the facilities of the

International Amphitheatre

Here, in America's heart-land, exhibitors and conventioners want the economies and conveniences of a convention hall that has the know-how to insure productive and profitable results. It will pay you to investigate the particular savings that can be yours by planning your next show or meeting in the International Amphitheatre.

- 585,000 sq. ft. of exhibit space
- Air conditioned arena seats 13,500
- Complete public address system
- Parking for 7,500 cars
- Truck and rail loading in building
- Individual halls 4,000 to 180,000 sq. ft.
- 12 minutes from The Loop

Direct Inquiries to M. E. THAYER, General Manager



11 Private Dining Rooms for luncheon and dinner sales and planning meetings

Write for Color Brochure



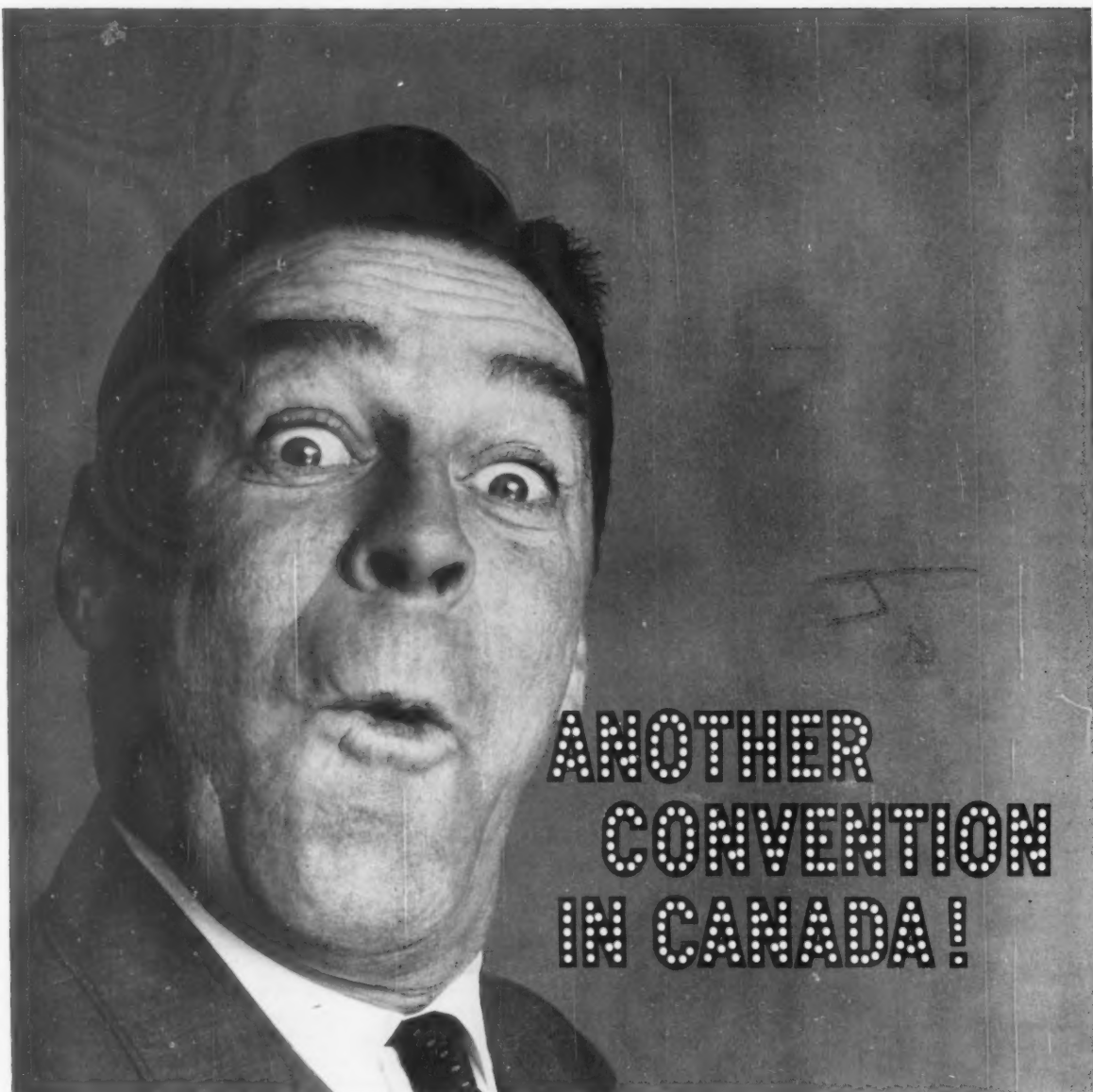
RIGHT NEXT DOOR

Nationally Famous Restaurants and club-like facilities for public dining or private luncheon or dinner meetings

HOME OF THE
Sirloin Room
"where the steak is born"

STOCK YARD INN

42nd and Halsted
Chicago 9, Ill.



ANOTHER CONVENTION IN CANADA!

A veteran of many conventions, this delegate says, "I was tired of attending conventions till I spent my first at a Canadian National Hotel . . . now I look forward to them!" He likes the idea of a jaunt to picturesque Canada, says, "I combine travel and adventure with a business trip." His comment on facilities, "equal to the States' finest." On service, "here I found out what the word means!" Why don't you plan to hold your next convention in a colorful Canadian setting? Canadian National offers you the selection of ten easy-to-reach hotels coast-to-coast. For illustrated literature, floor plans, etc., write: Stanley E. Chambers, General Manager, Canadian National Hotels, Montreal, Canada.

MONTREAL—THE QUEEN ELIZABETH* • OTTAWA—CHATEAU LAURIER • VANCOUVER—HOTEL VANCOUVER† • JASPER NATIONAL PARK—JASPER PARK LODGE • EDMONTON—THE MACDONALD • SASKATOON—THE BESSBOROUGH • WINNIPEG—THE FORT GARRY HALIFAX—THE NOVA SCOTIAN • CHARLOTTETOWN—THE CHARLOTTETOWN • ST. JOHN'S—NEWFOUNDLAND HOTEL

*A CNR Hotel operated by Hilton of Canada Ltd. †Under joint management of Canadian National Railways and Canadian Pacific Railway Company.



**EVEN
BETTER
THAN
THE FIRST!**

CANADIAN NATIONAL HOTELS



SALES MEETINGS/Part II SALES MANAGEMENT

Facilities Roundup

continued

ances. Intercontinental Hotels Corp. is a subsidiary of Pan American Airways.

CHICAGO

Construction is on schedule for **The Flying Carpet**, a new motor inn near O'Hare Air Field, and is expected to be completed around Sept. 1. Inn will offer 225 guest rooms, to include executive suites and adjoining rooms. Plans also call for eight meeting rooms, which will be able to handle up to 1,250 persons.

LANSING, MICH.

Jack Tar Lansing (formerly the Hotel Olds) is undergoing changes to provide better convention facilities. Part of program completed is the renovation of its 350 rooms, complete with air conditioning and TV. Still to be finished is the remodeling of the lobby and public areas. Lobby will be moved to the ground level, with a drive-in entrance and ramp leading to free, in-building parking. Present lobby area is to become a convention floor, where the ballroom will be enlarged to seat more than 800. In addition, the Club Floor will undergo changes, meeting rooms will be enlarged, redecorated and refurnished. Meeting equipment is to include built-in audio systems.

DES PLAINES, ILL.

Near completion is **Americana Inn**. It will have more than 100 rooms and several suites, according to Louis A. Klein, president. Plans include six conference rooms, three of which will accommodate up to 150 persons, and three for groups of less than 100. Within a month ground will be broken for 52 more rooms.

NEWARK, N. J.

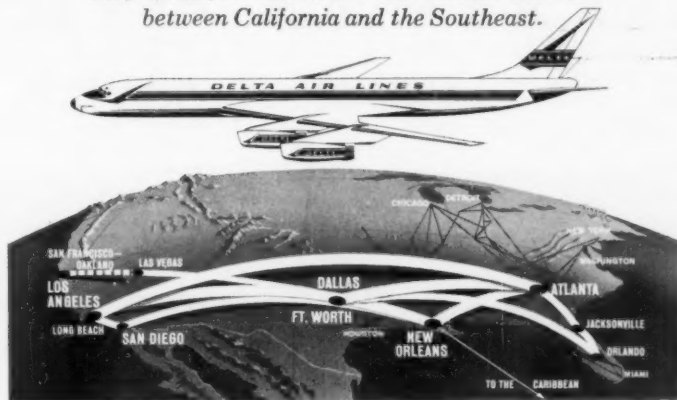
About 15 minutes from downtown, **Paper Mill Playhouse**, in Millburn, N. J., now offers its theater facilities to business and industry for daytime use. An Industrial Meeting Department has been set up to schedule conventions, fashion shows, conferences, lecturers, sales meetings in the 1,000-seat auditorium. Catered meals can be served, according to the management.

DELTA

announces a New Southern Transcontinental Jet Route linking California and the Southeast

Now 6 Jet flights daily between Los Angeles and Atlanta! Non-stop service in slightly more than 4 hours . . . other jets link Los Angeles and Atlanta by way of Dallas/Ft. Worth and New Orleans. Plus direct DC-7 service between San Diego, Las Vegas and Dallas/Ft. Worth, New Orleans, and Florida. Later in the summer Delta jets to San Francisco.

*Only Delta flies both DC-8 and Convair 880 Jets
between California and the Southeast.*



Delta jetliners now serve: NEW YORK • MIAMI • ATLANTA
TAMPA • NEW ORLEANS • MEMPHIS • CHICAGO • DALLAS
WASHINGTON / BALTIMORE • PHILADELPHIA • LOS ANGELES
FT. WORTH • HOUSTON • DETROIT • ST. LOUIS • CINCINNATI


DELTA

A New Southern Transcontinental Route

THIS IS THE PLACE FOR GROUP MEETINGS! THE COMPLETE HOTEL AND COUNTRY CLUB!



Perfect for **CONVENTIONS**—the wonderful world of the **DIPLOMAT**!

You'll **accomplish more, enjoy more** in this complete-in-itself convention world! **More flexible space**—31,000 square feet in our new **Convention Hall** alone, seating over 2,000...plus a variety of other meeting rooms that can easily seat from 150 to 1,414! All have the latest sound and lighting innovations; all are climate-controlled; all are supremely comfortable—and there's a special **exhibition hall**, with convenient ramps, totaling 13,000 square feet! **Luxury accommodations**—700 deluxe guest rooms in three delightful places: Diplomat East; Diplomat West; the new Diplomat Inn, adjoining our two private golf courses. **Complete fun and sports facilities**—a **Country Club** all your own, with **Free Golf** on an 18-hole PGA course or a new 9-hole course...**Free Tennis** on 6 clay courts...deep-sea fishing from our own dockage...swimming in 5 pools or from our 1200-foot ocean beach. **World-famed food and service**—dining in 6 celebrated restaurants on award-winning cuisine; service as it should be; expert assistance and planning from the top Diplomat convention staff! **Ideal location**—in the heart of the exciting Florida Gold Coast...minutes from Miami Beach, Hollywood, horse and dog racing, jai alai. **No other place can offer you so much for business and pleasure!**

DIPLOMAT

HOTEL AND
COUNTRY CLUB

HOLLYWOOD BY-THA-SEA, FLORIDA

IRVING TILLIS
Director of Sales

JOHN MONAHAN
Sales Manager

SAMUEL FRIEDLAND
Ownership

JEAN S. SUITS
Managing Director

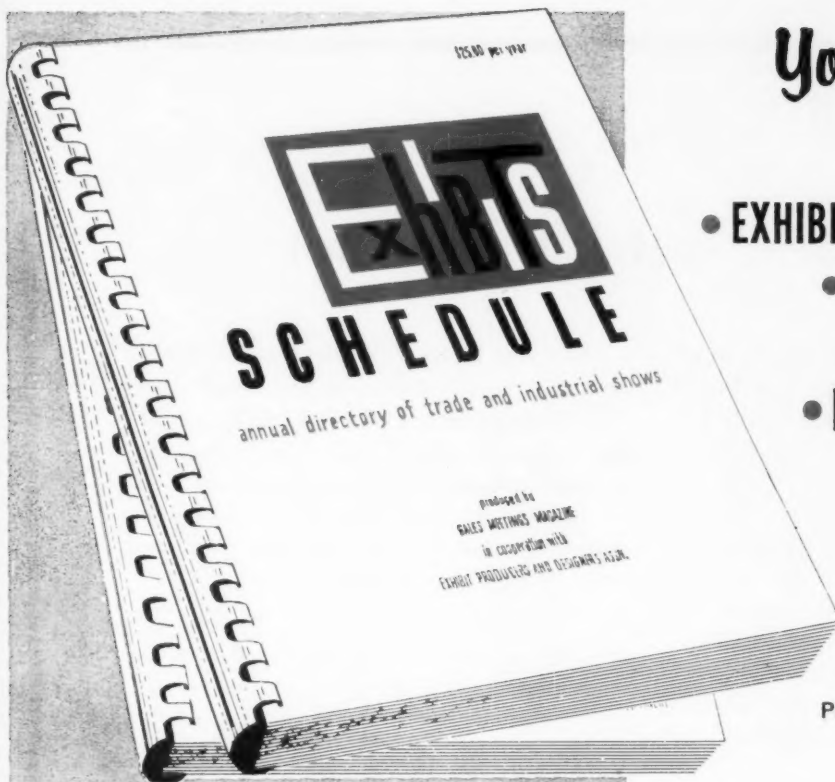
IRVING COWAN
Vice President



Teletype: **HOLLYWOOD 351**

Phone: **WAbash 3-8111**

New York • CI 7-7750 • Teletype NY 1-425 / Chicago • 467-6082 • Teletype CG 1264 / Detroit • WO 1-7765 • Teletype DE 1480
Philadelphia • LO 3-8820 / Atlanta • JA 4-3486 • Teletype AT 752 / Washington, D.C. • FE 8-8782 • Teletype WA 279
Boston • AS 7-8948 / Toronto • RU 2-2752 / Montreal • HU 6-7777 / Los Angeles • DU 8-1151 / San Francisco • EX 7-2717
Represented nationally by **LEONARD HICKS, JR. & ASSOCIATES**



Your Complete Guide to

- EXHIBITS • TRADE SHOWS
- INDUSTRIAL SHOWS
- TRADE FAIRS
- PUBLIC EXPOSITIONS
- STATE FAIRS

Anywhere in the World

Published Annually in September
Supplement Issued in April

FOR EXECUTIVES IN INDUSTRY

Any sensible plan to exhibit at trade or industrial shows should start with **Exhibits Schedule**. It is the only source of facts on every exhibiting opportunity available. It covers every industry and country where industrial shows are held.

With **Exhibits Schedule** you can discover when and where every show in your industry or allied fields is planned years in advance. Even if you don't know the correct name of a show, you can find it easily in **Exhibits Schedule**. It's three-way breakdown of events makes it simple to find what you want.

FOR ADVERTISING AGENCIES

No advertising agency can give its clients a complete marketing picture without a rundown on exhibit opportunities. For most ad agencies, **Exhibits Schedule** is the index used to spot show possibilities for clients. In seconds, agency personnel can extract potential exhibiting opportunities for any client. No more hours and days of wasted time to write or call for show facts. With **Exhibits Schedule**, all essential facts on all exhibits are right before you. **Exhibits Schedule** is a reference book that repays for itself in time saved every week. It's the perfect place to start when a client has a new product to launch.

FOR SUPPLIERS IN EXPOSITION FIELD

Exhibits Schedule is the customer and prospect list for every supplier to the exposition field. It tells when and where business opportunities exist. As a mailing list, **Exhibits Schedule** offers complete names, titles and addresses. It provides all the basic facts to make an intelligent mail campaign to show managements and sponsoring groups. **Exhibits Schedule** is a vital calendar for exhibit builders. It helps to set deadlines and plan long in advance for business peaks.

Exhibits Schedule is your reference to every exhibit event in United States and foreign countries. It tells when and where exhibitions are scheduled. It tells how many people are expected to attend and in what auditorium or hotel the exhibit will be held. **Exhibits Schedule** gives you the names of exhibit sponsoring organizations, executives in charge and their addresses. It even tells how much exhibit space will be used at each show.

Only show guide of its kind—**Exhibits Schedule** reports 4,000 events annually and is fully indexed by industry, show location and date.

Exhibits listed under 85 major industry and professional categories

FREE TRIAL OFFER:

10-day free trial. Put **Exhibits Schedule** to work. If it doesn't give you the facts you want, return with no charge to you.

EXHIBITS SCHEDULE

1212 Chestnut St., Philadelphia 7, Pa.

Please enter my subscription to **Exhibits Schedule** (which includes supplement in the Spring) at \$25 a year. I understand I may return within 10 days for full refund if I am not satisfied.

Name _____ Title _____

Company _____

Address _____

City _____ Zone _____ State _____

☐ Check enclosed

☐ Bill me

Valuable Tool for Planner

IF YOU PLAN conventions, conferences or exhibits that use hotel or auditorium facilities, send \$2 to American Hotel Assn.* for a copy of "Convention Liaison Manual." It's the best \$2 buy at the moment.

What you get in this manual is an outline of all the things you should check before, during and after a convention or trade show. It is designed for the man who plans these events. It gives him check lists to cover everything you can think of and dozens of things about which you might not think.

One major purpose of this manual was to outline, for the first time, exactly who is responsible for what when a meeting planner deals with a hotel and/or convention bureau. This responsibility data is important. Until now, as a meeting planner, you could assume that a hotel would or should do something. The hotel could assume you knew about many facts that you didn't know. Results could be (and often were) unpleasant for all concerned.

"Convention Liaison Manual" came about when a group of executives** directly concerned with conventions, met to standardize procedures. These men represented hotels, auditoriums, trade show managements and associations that stage conventions. They worked for years to establish responsibilities of meeting planners, hotels and convention bureaus. The manual is the result of their many years of labor.

* Address of American Hotel Assn. is 221 West 57th Street, New York 19, N. Y.

Over the years, we have worked with dozens of convention planning check lists. We have published many kinds of check lists. But the check lists in "Convention Liaison Manual" could serve as daddy for all convention check lists. With these lists, you could miss nothing that need be done when you plan a meeting.

What impresses us about this manual is its frankness. It doesn't dodge any of the problems that you often run into as a convention planner. For instance, it discusses complimentary suites, gratuities, discrimination, conflicting dates and overlapping — things that could be overlooked under pressure of planning for hundreds of details.

"Convention Liaison Manual" not only tells you as a convention planner what you should do, it tells the hotel and convention bureau their responsibilities to you. With this book under your arm, you should be able to make arrangements quickly and efficiently for any group function.

No matter what check lists you now use when you plan meetings, we advise that you check your lists against those in this new guide. If you don't use check lists, you need this manual.

** These are the groups that have representatives on the Convention Liaison Committee which produced the manual: American Hotel Assn., American Society of Assn. Executives, Council of Engineering Societies Secretaries, Hotel Sales Management Assn., Intl. Assn. of Convention Bureaus, Natl. Assn. of Exhibit Managers, Professional Convention Management Assn.



¿Donde
en el
mundo?*

*WHERE IN THE WORLD?
...LAS VEGAS!

From Killarney to Khatmandu . . .
from everywhere around the globe . . .
more people are meeting in Las Vegas
— Convention Capital of the World!
Superb desert climate and unsurpassed
entertainment . . . plus a gleaming
new Convention Center make conventions —
and delegates — happy and productive!
Jet service . . . less than 24 hours
from anywhere in the world! Thousands
of luxurious rooms within a five minute drive
of the Convention Center, the greatest
concentration of first class accommodations
anywhere! So, when your organization
plans a convention, remember — for
work and for fun, to get more done . . .
Where in the World . . . Las Vegas!



DESMOND KELLY, *Mgr. Convention Bureau*
Paradise Road, Las Vegas, Nevada
DUdley 4-4100

**LAS VEGAS
CONVENTION
CENTER**

United Van Lines'

"SAFE-GUARD"



.....the moving service that.....

.....makes **FRAGILE** stickers.....

UNNECESSARY

"HANDLE WITH CARE" reminders are never needed on United **SAFE-GUARD** shipments. The United Agent takes special pride in protecting *every* article entrusted to him. His Sanitized* vans, custom-equipped with cushion-soft padding and manned by well-trained crews, turn this pride into practical advantages for you.

When you're planning to move exhibits, electronic devices, office equipment or machines—any fragile, high-value commodity—get the safety, convenience and personalized care that only **SAFE-GUARD** Moving Service provides. Call your United Agent today! He's listed under "MOVERS" in the Yellow Pages.

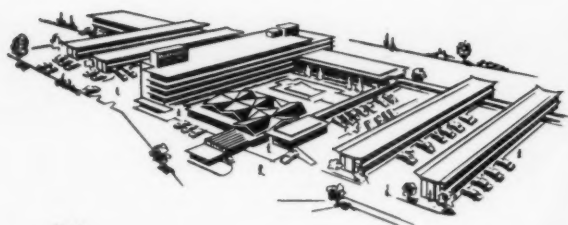
United Van Lines

MOVING WITH CARE EVERYWHERE®

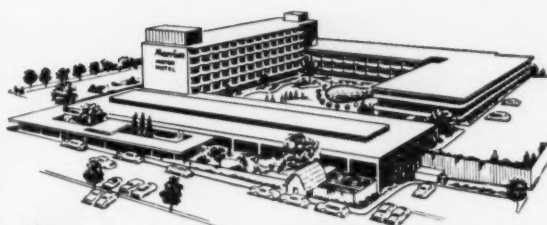
INTERNATIONAL HEADQUARTERS • ST. LOUIS 17, MO.



*REG. U. S. PAT. OFF.



WASHINGTON, D.C. / TWIN BRIDGES
500 guest rooms • 11 meeting rooms • Marriott Ball-
room, capacity 900 • NAational 8-4200



PHILADELPHIA, PENNSYLVANIA
300 guest rooms • 9 meeting rooms • Grand Ball-
room, capacity 700 • Tennyson 9-6000

Marriott

MOTOR HOTELS

Pioneers of New Business Meeting Concepts

Marriott—Surname of four great motor hotels—symbolizing luxury and comfort to business executives everywhere.

Marriott—introducing new standards of excellence for business meetings and conventions. Every Marriott Motor Hotel Offers—

Ultra-modern guest rooms and executive suites/each with individually-controlled air-conditioning, TV, hi-fi radio, dial-a-phone.

Flexible, functional meeting and banquet rooms/air-conditioned/fully equipped with modern meeting aids.

Specialty restaurants/dining room/coffee house — Marriott-owned and Marriott-operated.

ALL hotel services/motor hotel conveniences/resort pleasures.

Fine location/close to downtown/convenient to airport and major highways.

Seasoned management/experienced staff.

Swimming Pool and Patio.

For a complete kit of literature and floor plans, write:

General Sales Manager, Marriott Motor Hotels, U.S. 1, Washington 1, D.C.

New York Representative:

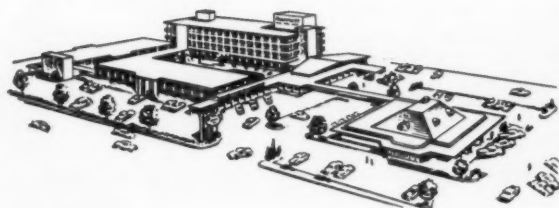
Sumner A. Baye, Inc., 681 Fifth Avenue • Plaza 1-5885

Chicago Representative:

Leonard Hicks, Jr., Inc., 505 North Michigan Avenue • MOhawk 4-5100



WASHINGTON, D.C. / KEY BRIDGE
225 guest rooms • 8 meeting rooms • Georgetown
Room, capacity 300 • JAcKson 4-6400



DALLAS, TEXAS
300 guest rooms • 11 meeting rooms • Sundown
Room, capacity 1000 • RiVerside 8-7511





SUCH ENTHUSIASM!

(A chartered jet, a convention in the tropics—it can't miss!)

A convention or sales meeting in Puerto Rico or Aruba makes good sense. Puerto Rico is lively and cosmopolitan. Aruba (just 15 miles off South America) is quiet, secluded, with golf, water sports, fine restaurants, an elegant nightclub and a gaming casino in the Aruba Caribbean Hotel to liven it up. There's free port shopping too, at tremendous savings. Both Puerto Rico and Aruba are within a few hours of New York. Both offer more luxury for less money. Both offer more results!

Away from it all in these blissful islands of

the Caribbean, your men are relaxed, willing to give their undivided attention. You get more accomplished. And flying a man down on a Trans Caribbean Airways DC-8 jet fan flight makes him feel like a V.I.P.

Note: Although "Caribbean" is our middle name, we can fly your group anywhere in the world at reasonable charter rates.

Let Trans Caribbean's "Group-Air" Service handle all details—rooms, meeting-rooms, sightseeing. From take-off to return landing Trans-Caribbean assures your group of red-carpet service and efficiency.



Consult your travel agent or call us direct. "Group-Air" Department, Trans Caribbean Airways, 375 Park Avenue, New York 22, New York. MU 8-4400

Letters to the Editors

"Tax Panty Rate"

Permit us to congratulate you on the very wonderful editorial entitled "Tax Men are Wrong" which appeared in the May 19th issue of your magazine. Such editorials are much needed today to quell the "tax panty raids" being conducted by the IRS with respect to trade association conventions.

It is a disgrace to think that the mere presence of a businessman at a resort or other location for meeting purposes should be looked upon as an evasion of income taxes. In recent weeks our industry has experienced a number of instances of IRS review of companies' tax returns. Our members, when they go to meetings, work like hell and constantly complain that we provide no time to relax.

Keep up the good work! This whole matter needs to have more light shed upon it.

William H. Sardo, Jr.
Executive Vice-President
National Wooden Pallet Mfrs.
Assn.

Thank you so much for the tear-sheet of the editorial, "Tax Men are Wrong."

I am in complete accord with the views expressed therein.

A. Sydney Herlong, Jr.
Representative, Fifth District, Fla.
Congress of the United States
House of Representatives
Washington, D.C.

I should like to add my congratulations to the many I feel confident you have received on the outstanding editorial, which appeared in the May 19th issue of your great publication. While I am sure that you will agree with me that there have been instances where some have taken advantage of what are termed business expenses; this certainly cannot and should not affect the legitimate expense accounts of businessmen attending conventions, trade shows and conferences, and should not preclude the possibility of their wives accompanying them.

Business and particularly the hotel business is going through an

extremely difficult period, and meetings and conventions are more important and necessary today than ever before. Only when men in similar businesses can meet and discuss mutual problems of which there are many, will they be able to weather these difficult times.

Seymour Weiss
President and Managing Director
The Roosevelt
New Orleans, La.

Show Formula

Thank you for permission to reproduce the article "A Better Way to Pick Shows" by Robert Letwin, Editor, which appeared in Sales Meetings/Part II, Sales Management. I plan to use it in connection with the rating of the 1960 Upper Midwest Hospitality Show as made by the exhibitors.

Limited number of reprints will be made but it does tie in beautifully with the Upper Midwest show which is why I am anxious to use it.

M. J. Ocken
President
Upper Midwest Hospitality, Inc.
Minneapolis, Min.

Looking for Book

Please advise how I may obtain a copy of the book "Exhibition and Display" by James Gardiner.

This book was mentioned in the May issue of Sales Meetings.

Arthur C. Ames
Sales Manager
S. E. Ryoff & Co.
Los Angeles, Cal.

► U.S. publisher is F. W. Dodge Corp., 119 W. 40th St., New York City.

What About Us?

I have just finished reading your May 19 issue concerning trade shows. This was an excellent issue, and certainly offered many fine ideas.

However, I feel that there is a very large, and important, area of trade show exhibitors that has been completely neglected in the way of suggestions for interesting

(continued on page 145)



AMERICA'S MOST COMPLETE RESORT HOTEL

FEATURING

Summer Rates—June through September
American or European Plan
560 Large, Comfortable Rooms and Suites
100% Air-Conditioned
Two Championship PGA Golf Courses
Twin Cascade Mountainside Pools
Skiing, Boating and Water Sports
Fishing in nearby lakes and streams
Hiking and Horseback Riding
Dancing, Night Clubbing, Entertainment
American and Continental Cuisine
Spacious Ballroom and Dining Facilities
Modern Decor by Dorothy Draper
Centrally located, Nationally
Easy to reach by plane, train or bus

PLUS THE

WORLD-FAMOUS THERMAL BATHS

HOST TO SELECT GROUPS
JUNE THROUGH JANUARY



You will be more than pleased with the service and special attention your meeting will receive at the Arlington. Reasonable prices, comfortable modern guest rooms, spacious, well-equipped meeting rooms, superb cuisine and unlimited fun and entertainment facilities make the Arlington your ideal convention site. For a smooth-running, pleasant meeting, choose America's most complete resort hotel, the Arlington.

WRITE OR WIRE

EDGAR A. MAY, Manager

THE

Arlington

100 FOUNTAIN AVENUE

HOT SPRINGS NAT'L PARK

• ARKANSAS •

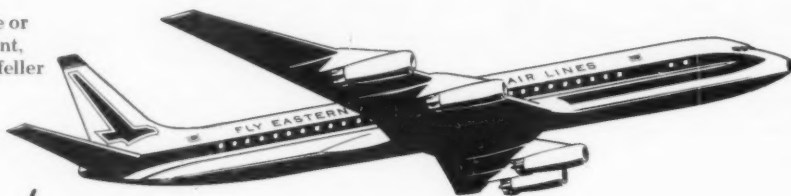
Did you hear the one about the Traveling Salesman?

Here's a story that's being told in more and more sales circles across the nation. It's all about Eastern's Incentive Vacation Plan...the plan that gives salesmen free vacations in famous resort areas for exceeding sales goals.

Eastern's IVP is a *jet-powered* method of sparking sales at every level. And best of all, Eastern's IVP pays for itself. It either produces results or costs you nothing!

Eastern, with *proven* experience in IVP's, is best qualified to custom-tailor this *jet-powered* sales stimulator to fit your needs. Eastern serves the greatest resort centers in the United States, Puerto Rico, Bermuda, Mexico and Canada with the world's most advanced airliners.

Find out *today* all about this jet-powered incentive program. Write or call Incentive Vacation Department, Eastern Air Lines, Inc., 10 Rockefeller Plaza, New York 20, New York.



EASTERN AIR LINES

World Leader in Incentive Vacations



Added Attractions That Will Build Added Attendance

San Antonio has everything needed to make your convention, sales meeting or trade show a huge success.

Last year 200 meetings were held here with an attendance exceeding 104,250. Many of these groups have selected San Antonio consistently year-after-year.

HOTELS are unexcelled and can provide 2,560 air conditioned rooms. Also some of the finest motels in the nation offering another 1,300 rooms.

ENTERTAINMENT that is distinctively different can be staged indoors or at one of San Antonio's outdoor theatres.

Out of San Antonio's rich historical heritage is pleasantly



blended a modern dynamic city of over half a million. Everywhere are interesting things to see and do — added attractions that will build added attendance for any meeting. The famed Alamo; Mission San Jose, a National historic site and three other ancient missions—the charm of restored La Villita and the Spanish Governors' Palace—air might displayed at Randolph, Kelly, Brooks and Lackland Air Force Bases—beautiful parks and plazas—interesting old homes and unusual museums.

Side trips can be planned to nearby dude ranches, or to old Mexico.

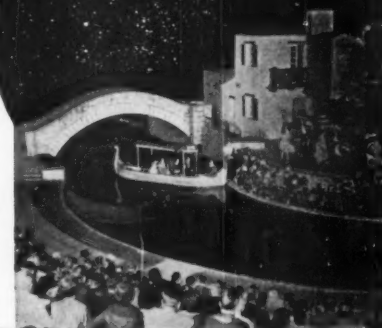
Trained personnel will work with you to make your meeting an outstanding success regardless of its size. Get the facts today.



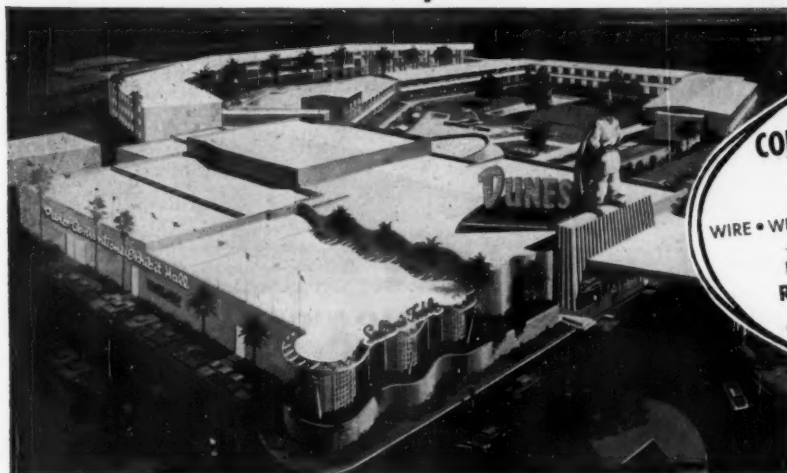
MUNICIPAL INFORMATION BUREAU, CONVENTIONS DEPARTMENT
153G Navarro St. • San Antonio, Texas

San Antonio

WHERE LIFE IS DIFFERENT



In Fabulous Las Vegas . . . The **DUNES** Hotel



DUNES CONVENTION & EXHIBIT HALL

4 Spacious Meeting Rooms
Plush Conference Room

WIRE • WRITE • PHONE (Collect!) **LENNY SHAFER**
CONVENTION DIRECTOR
DUNES HOTEL Las Vegas, Nevada
REgent 5-3111 — TWX LV 5637

CONVENTION EXHIBITS • SALES MEETINGS
PARTIES • BANQUETS



450

of the Most Luxurious Rooms in Las Vegas

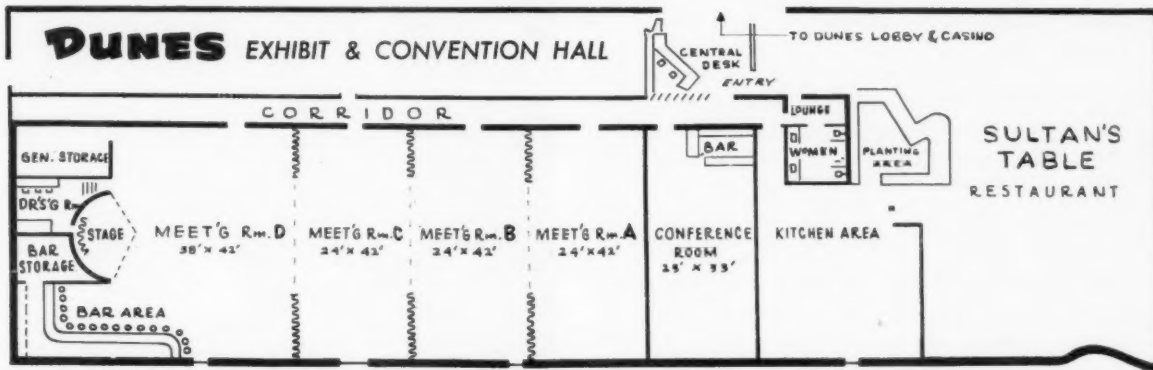
36 Breathtakingly-Beautiful Suites

The Only Resort Hotel in the entire West
With 3 Large Swimming Pools!

RATES?

Our Low, Low Rates are
POSITIVELY IRRESISTIBLE

DUNES EXHIBIT & CONVENTION HALL



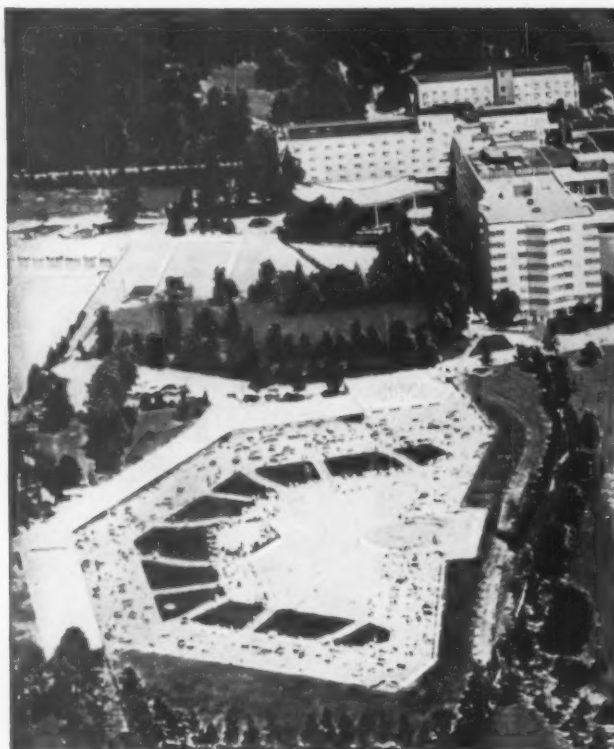
ARABIAN ROOM-Showplace of the Stars

Presenting These Great Arabian Room Stars—**Frankie Laine • Jayne Mansfield • Frankie Vaughn • Tony Bennett • Zsa Zsa Gabor • Johnnie Ray** • Spectacular Stage Revues.

SINBAD LOUNGE

ROBERTA SHERWOOD • BILLY ECKSTINE
DAKOTA STATON • THE NOVELITES • AL HIRT
SENSATIONAL INK SPOTS • VAUGHAN MONROE

TV & Radio in all rooms (no extra charge!) . . . thermostatic Room: Temperature Controls . . . acres of Free Parking



AMERICA'S LARGEST HOTEL EXHIBITION FACILITIES at the famous

Concord

where you get more
done while you have more fun!

More meeting rooms than any other hotel: Air Conditioned meeting and exhibit rooms, 10 to 3,000 capacity. Private dining rooms where conventioners discuss and fraternize. Plus 41,550 sq. ft. of unobstructed air conditioned floor space; 79,500 sq. ft. of single-level "drive-in" exhibit space, unlimited floor load; 60' x 60' elevated stage for heavy equipment displays. All meeting and exhibit facilities are yours at no extra charge when you meet at the Concord Hotel!

Every resort facility including: Two golf courses. Year-round, all-weather swimming, ice-skating, sun-bathing. Health clubs for men and women. All-star stage shows, three orchestras for dancing. All sports and activities. Modern shops. Over 1000 twin bedrooms. 75 executive suites. Dining room accommodates 2800. Nearby airport. Open all year, 90 minutes from New York City. *We know how to keep your men (and their wives) busy, happy . . . and available for meetings!*

The biggest and best come back year after year, including: Air National Guard. Gulf Oil. Allstate Insurance. Motorola TV. American Road Builders Assn. Dejur-Amsco. Philco TV. Metropolitan Life Insurance Co. National Lead Co. Ford. Mutual of Omaha. Westinghouse Electric Corp. National Theatre Owners Assn. N. Y. S. Kiwanis. N. Y. S. Wholesale Liquor Assn. Chrysler Motors.

For more information and new, illustrated Convention Booklet, call, wire or write Dept. SM.



Imperial Room; up to 3,000 capacity.



Executive Bedroom with TV and two bathrooms.

THE **CONCORD** HOTEL

Kiamesha Lake, N.Y.

Ray Parker, General Manager • Jay Cohan, Convention Sales Manager

CONVENTION OFFICE, 41 EAST 42ND ST., N.Y. 17, N.Y., YUKON 6-5910—OR CALL MONTICELLO (N. Y.) 1840

Meeting and Show News

U.S. TOPS IN ITALY

Turin, Italy — In this age of comparisons between the free world and communist bulwarks, another comparison can't do any harm. Especially if the comparison tips in favor of the U.S. Newspaper columnist George Weller reports, "This year's centenary of Italy as a republic is marked by an exposition where the U.S., too often second to the Soviet Union in showmanship, at last takes a first. With a strong helping hand from American industry — tax deductible naturally — Tom Miller, the hefty Barnum of the Commerce Department, has put on a mobile, imaginative exhibit that makes the Soviet pavilion look like yesterday's yo-yo."

U.S. exhibit was devoted to the art and science of communication. Hand radio receiver, size of a ruler, was presented every visitor who walked through the U.S. exhibit. A voice in one of four languages explained what the visitor saw. One of the U.S. show stoppers was a mockup of a human brain which showed the thought process, according to Weller.



HOTEL CHECK-IN VIA TV

San Francisco — Guests check into Jack Tar Hotel here via closed-circuit TV. Registrant steps from his car in garage and steps into booth, where a pressure plate on floor automatically activates TV system. Customer can see hotel clerk at desk in lobby. In turn, clerk can see guest who wishes a room on his own screen. Accommodation and price is discussed. Clerk then merely presses a button to show an electrical floor plan of the hotel

which indicates which rooms are vacant. Customer may choose from the vacancies. Registrant fills out registration card and pipes it to desk via pneumatic tube. Check out can be done in a similar manner. Bill is shipped to customer and payment returned by tube system.

"HOSPITALITY" INSURANCE

Chicago — Now there is insurance protection for you as a host. Companies who entertain customers or employees at events where liquor is served may obtain liability insurance under a plan announced here by Geo. F. Brown & Sons, special risk insurance underwriter. Plan covers bodily injury, property damage and loss of means of support. Arthur R. Peterson, manager of Brown's liquor liability department, says, "Insurance will be available in all states." Policy means protection against damage suits growing from consumption of liquor at company-sponsored events such as convention-trade show "hospitality" parties. Cost will range from \$50 to \$190, depending on size and number of such events.

FAIRS NOT COMPETITIVE?

Honolulu — Reports out of National Governors Conference here has it that Washington's Governor Albert D. Rosellini and New York's Nelson Rockefeller verbally embraced the other's world's fair venture. Rosellini introduced a Century 21 (in Seattle, 1962) resolution to the governors with, "This fair will feature the most extensive science exhibit ever assembled. . . . The Science theme is as timely as the rocket shot fired at Cape Canaveral, which carried Commander Alan Shepard into space and catapulted all of us into a new era."

In response to Rosellini's resolution for governors to officially stand behind Century 21, Nelson Rockefeller happily seconded the bid. "The two fairs are not in competition with one another," Governor Rockefeller said, "We in New York want to cooperate with the Seattle World's Fair in every way we can." In return, Rosellini "embraced" a similar New York World's Fair, 1964-65, resolution when introduced by Rockefeller later.

Resolutions were introduced to gain

CONVENTION- PERFECT!



4 BEAUTIFUL BALLROOMS

New Windsor Ballroom with adjoining Reception Foyer, seating 800 • Grand Ballroom—New York's largest—seating 1500 (plus 400 in one tier of boxes). • 2 other ballrooms accommodating 600 each. Can be used with adjoining Grand Ballroom.

MANY PRIVATE SUITES

for small meetings, luncheons, dinners to accommodate 20 to 500.

2000 GUEST ROOMS & SUITES

Air-Conditioning • Television

DELIGHTFUL RESTAURANTS

Fine cuisine at reasonable prices.

CONVENIENT MIDTOWN LOCATION

Right at Grand Central; near Rail and Air Terminals, UN and Theatres, and 5th Ave. Shops

THE NEW HOTEL
Commodore

42ND ST. AT LEXINGTON AVENUE, NEW YORK 17, N.Y.
CHARLES E. QUAIN, SALES DIRECTOR • MU 6-6000

THESE GROUPS ENJOYED THE PERSONAL TOUCH



The outstanding groups listed to the right have discovered what makes a convention so memorable at the Shoreham Hotel and Motor Inn in Washington. It's our *personal touch*—the expert, *individual* service that we give every group, large or small.

You'll find no stiff rule-book attitude at the Shoreham. Whether you want to "move a wall" or change a salad, our convention staff are always ready to give you their *immediate* personal attention.

And we've the finest facilities for groups of every size: 700 beautiful air-conditioned guest rooms for conventions in the hotel and motor inn, accommodating 1400 persons ... 25 meeting and banquet rooms accommodating any number from 35 to 1000 ... outdoor swimming pool ... and 44,000 square feet of drive-in exhibit space. For complete Convention Portfolio, write John E. McMurtagh, Director of Sales.

Shoreham Hotel and Motor Inn

Connecticut Avenue at Calvert, Washington, D. C. • ADams 4-0700

New York Office: 60 East 42nd Street • YUkon 6-3048

Representatives: Leonard Hicks, Jr. and Associates, Inc. • Chicago, MO 4-5100

Detroit, WO 2-2700 • Atlanta, JA 4-3486 • Miami, PL 4-1667



A FEW OF THE ORGANIZATIONS WHO HELD THEIR CONVENTIONS AT THE SHOREHAM DURING 1959-60

ASSOCIATIONS

Air Transport Assn. of America
American Alumni Council
American Bar Association
American Industrial Bankers Assn.
American Medical Association
American Pharmaceutical Assn.
American Public Power Assn.
American Society of
Testing Materials
American Trucking Assn., Inc.
Assn. of Industrial Advertisers
Milk Industry Foundation
National Assn. of Broadcasters
National Association of
Mutual Savings Banks
National Association of
Photographic Manufacturers
National Automobile Dealers Assn.
National Candy Wholesalers Assn.
National Electrical
Manufacturers Association
National Food Brokers Assn.
National Lumber
Manufacturers Association
National Travelers Aid Assn.

INDUSTRY

The Coca-Cola Company
Esso Standard Oil Company
Ford Motor Company
International Business
Machines Corporation
Johnson and Johnson
Lever Brothers
Norge Sales Corporation
Parke, Davis and Company
The Pepsi-Cola Bottlers' Assn.
Piggly Wiggly Corporation
Ralston Purina Company
Sperry Gyroscope Company
Sylvania Electric Products, Inc.
U. S. Gypsum Company

INSURANCE

General Insurance Co. of America
Great Central Life Insurance Co.
International Union of
Marine Insurance
Liberty National Life Insurance Co.
Metropolitan Life Insurance Co.
Mutual Insurance Agency Assn.
Peoples Life Insurance Company
Prudential Insurance Company
Shenandoah Life Insurance Company

CLUB AND FRATERNAL

Alpha Sigma Tau Sorority
Beta Chi Sorority
Daughters of America
General Federation
of Women's Clubs
P. E. O. Sisterhood
Phi Gamma Delta Fraternity
Rotary International Club

OTHER GROUPS

American Forest Products Institute
American Rocket Society
Chamber of Commerce of the U. S.
Fifth International Congress
on Nutrition
Fourth Marine Division Assn.
National Council, Boy Scouts
of America
National Institute of
Governmental Purchasing, Inc.
National Recreation Congress
9th Infantry Division
95th Infantry Division
Tax Executives Institute, Inc.
Tax Foundation, Inc.
U. S. Savings and Loan League
United Steel Workers of America

Meeting and Show News

(continued)

nation-wide acceptance of the fairs. Rosellini invited states to join into a link of solidarity with participation in a "Plaza of the States" program, at no expense to them. States exhibit would be in the form of a circular mall, with flagstuffs flying state flags around the perimeter of the mall. Each state would be entitled to have illustrated its contribution to the world of tomorrow, under the plan. Achievements would be cast in plaques and imbedded at the base of the flagpoles. To symbolize the union of states will be a font of fire, located in the center.

Despite the governors' reciprocal blessing and air of no competition, people within exhibit industry still voice a mute question, "Are not in fact, the world's fairs competitors?" Exhibitors who can afford to participate in both fairs only two years apart are certainly in the minority.

UP METAL SHOW SESSIONS

Detroit — Ten U.S. technical societies and trade associations, with a combined membership of more than 100,000, will present 62 half-day technical sessions at the Metal Show in participation with sponsoring American Society for Metals, Oct. 23-27. Sessions will run concurrently with presentation of ASM's educational exhibit on materials and materials processing at Cobo Hall. Increase in number of technical sessions is largely due to American Welding Society and American Gas Assn.'s entrance this year, according to ASM.

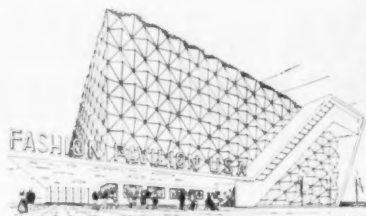
RUSSIANS SEEK FAIR DESIGN

Moscow — Soviet Government has announced an open contest for best design of an emblem for its 1967 World's Fair here. Emblem should denote the "Progress and Peace" slogan adopted for the Moscow fair. Prizes will be awarded for the best designs determined by a panel of judges, headed by chief architect of the fair, Dmitry Chechulin, says Moscow.

SURVEY RESULTS IN SHOW

New York — American Institute of Electrical Engineers asked its membership this question: Should a technical meeting of electrical engineers

have its sessions supplemented by exhibits on products and services? More than 70% of membership replied a firm "definitely, yes." Result? First industry wide Electrical Engineering Exposition will be held here in the Coliseum, Jan. 29-Feb. 2.



PLAN FASHION PAVILION

New York — J. V. Connelly Co., New York City public relations and management firm, has recently announced plans for its Fashion Pavilion-U.S.A. to be firm in the near future. Architectural sketch of the pavilion has been drawn and final details and financial report will be presented to the New York World's Fair authorities in the near future. According to V. T. Martens, Connolly Co., cooperative building will feature "only the finest and most representative of American high fashion in fabric, jewelry, sports wear, men's fashions, boutique, lingerie, accessory and designer fields."

Space for exhibitors is available in units from 300 to 2,000 sq. ft. at one all-inclusive price for the two years of the fair. Charges will include the following services: architecture, construction, landscaping, interior decoration, building maintenance, guards, utilities, insurance, building management, public relations, second year building renovation, organization and supervision of fashion shows and final demolition of the building.

Sole additional cost to exhibitors in the Fashion Pavilion-U.S.A. would be design and construction of exhibits, expense of maintenance of exhibit, and staffing, according to Connolly Co.

Exhibitors are to participate through a non-profit corporation set up by Connolly Co. Unused funds at termination of the fair would be returned to exhibitors early in 1966, says Schyyler A. Orvis, Jr., vice-president, Connolly Co.



180-Acre Bermuda Estate Available for Your Next Meeting

only 2 hours near N.Y.

Discover the unique benefits of bringing your group to the Castle Harbour in Bermuda. So close by, yet "away from it all," conventions get things done in a most enjoyable atmosphere. Castle Harbour offers excellent facilities with all the latest equipment for sales meetings, conventions and sales incentive groups up to 500 persons. Your group stays together (300 air-conditioned rooms) and plays together (championship 18-hole golf course, tennis, beach or pool swimming, water sports, all within our own grounds). Complete convention brochure from your travel agent or Hotel Counsellors, Inc. (affiliated with Edith L. Turner Hotel Representative Inc.) 60 E. 42 St., N.Y. 17. TN 7-1450. In Chicago 30 N. Michigan Avenue. In Boston 250 Boylston Street.

THE
**Castle
Harbour**

Hotel, Yacht, Golf and Beach Club.
In fashionable Tucker's Town, Bermuda.
John C. Fischbeck II, Pres. and Gen. Mgr.



NOW! TCA'S VANGUARDS LINK U.S. TO CANADA'S CONVENTION CITIES

TCA's new Vanguards now link New York and Chicago to Toronto. Service from Chicago to Montreal starts mid-summer.

TCA's Vanguard passengers fly above weather at 425 mph—relax in luxurious surroundings—and enjoy the warm spirit of "Welcome-Bienvenue" hospitality. They thrill to unforgettable views through wide picture windows—and

upon arrival, deplane *immediately* on the Vanguard built-in ramp.

The Vanguard offers a new way to reach Canadian cities—long the favorites for conventions. Canada's gracious hosting! Superb facilities! Excitingly "different" things to see and do! All these and *now*—the Vanguard way to reach them! Make this year's convention the best ever...

Fly the Rolls-Royce Way To and Across Canada!

TRANS-CANADA AIR LINES



AIR CANADA

For a meeting with everyone's approval, the

10 MILLION DOLLAR* CONVENTION PLAN

The incomparable facilities of the SEVILLE

—one of Miami Beach's most magnificent hotels



Seville HOTEL
A Complete Oceanfront Block, 29th to 30th Sts., Miami Beach

* Yes, the SEVILLE offers your group a truly wonderful plan, combining unsurpassed facilities with fun, luxury and comfort for a "meeting with everyone's approval!"

- Grand Ballroom with no view-obstructing columns, seating 2000 at meetings, 1500 at banquets
- Seven meeting rooms for groups of 10 to 500
- 50,000 square feet of choice exhibit area
- Sunlit pools, cabana and play areas for outdoor fun and meetings
- Complete inventory of equipment

FREE 21" TV AND RADIO IN EVERY ROOM
500-FT. OF PRIVATE WHITE SANDY BEACH
2 POOLS • 100% AIR CONDITIONED

For complete information and newly published free copy of our FULL-COLOR GUIDE TO THE SEVILLE write Joseph Carbone
Director of Sales



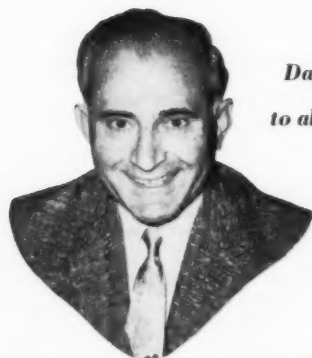
ALL ROOMS AND SUITES
AIR-CONDITIONED TOO!

The Sherman has added 10,000 square feet to its already large convention exhibit space. The total is now 50,000 square feet . . . all on one floor and all air-conditioned. No time lost racing around town . . . no stair climbing . . . no crowding into elevators. But single-floor convenience isn't all. The Sherman also offers 27 air-conditioned meeting rooms accommodating 10 to 2,000, plus exceptional banquet facilities for functions of any size.

**PUT ALL YOUR
PEOPLE UNDER**



- 1,501 redecorated rooms, all air-conditioned.
- Radio in every room—TV in many.
- World-famous restaurants: The Porterhouse, offering wonderful steaks—Well of the Sea, seafood flown fresh daily from the principal rivers, lakes, and oceans of the world. And for exceptional food at considerate prices, the smart Celtic Grill and Cocktail Corner are long-time favorites of Chicagoans and visitors. The Coffee Shop and the Snack Bar provide excellent meals quickly.
- The Sherman is in the heart of Chicago's shopping, theater, and financial district.
- Drive-right-in convenience—the only hotel in Chicago with on-premise garage facilities. No waiting for busy doormen when you arrive . . . no waiting for delivery when you leave.



Danny Amico, Vice President and Director of Sales, backed by highly qualified staff, is on hand day and night to attend to all your convention requirements. For help in planning your next convention, phone, wire or write Danny.

THE
SHERMAN

Chicago's Most Convenient Hotel
COMPLETELY AIR-CONDITIONED

Randolph, Clark and LaSalle Streets • Telephone: FRanklin 2-2100 • Teletype: CG 1387





Industrial displays

625 WEST 55th ST., NEW YORK 19, N. Y.

JUdson 2-4550

*Experienced
Display
Specialists
for*

**TRADE SHOWS
SALES MEETINGS**

**MODELS
DIORAMAS
ANIMATION
PORTABLE
EXHIBITS**

SHOWS and EXPOSITIONS CALENDAR

Some leading trade/industrial shows scheduled during next two months. For more facts on these shows (and all other exhibit events throughout the world) refer to EXHIBITS SCHEDULE*.

AUGUST

6-10 Pittsburgh, Penn-Sheraton
Monument Builders of America

6-10 Washington, D. C.
Natl. Dental Assn.

6-11 Washington, D. C.
Natl. Funeral Directors & Morticians
Assn.

7-11 St. Louis
American Bar Assn.

7-11 New York, Trade Show Bldg.
American Housewares Show

11-17 Detroit
Executive Stewards & Caterers Assn.

13-16 Chicago
Natl. Assn. County Officials Road
Building Show

14-17 New York City, Commodore
Hotel
Natl. Medical Assn.

14-18 Montreal, Queen Elizabeth Hotel
Florists Telegraph Delivery Assn.

16-20 New York City, Statler-Hilton
Beauty & Barber Supply Institute

17-19 Houston, Shamrock-Hilton
Intl. Water Conditioning Assn.

20 Chicago, Sherman Hotel
Assoc. Fishing Tackle Mfrs.

20-24 Detroit, Auditorium
Amer. Veterinary Medical Assn.

24-29 Miami Beach, Americana Hotel
American Podiatry Assn.

27-30 Cincinnati, Netherland-Hilton
American Cemetery Assn.

28-31 New York City
New York Premium Show

28-1 Cleveland, Sheraton-Cleveland
Amer. Congress of Physical Med. &
Rehab.

28-1 Denver, Denver Hilton
Natl. Soc. of Public Accountants

SEPTEMBER

5-8 Chicago, Intl. Amphitheatre
Natl. Chemical Exposition

6-12 Montreal
Furniture Mfrs. Assn.

8-12 Banff, Alta., Banff Springs Hotel
Canadian Veterinary Medical Assn.

10-15 Washington, Shtn-Park & Shore-
ham
Amer. Surgical Trade Assn.

11-14 New York City, Coliseum
Industl. Bldg. Exposition & Congress

11-14 Milwaukee, Auditorium
Soc. Automotive Engrs. Natl. Farm
Construction & Indstl. Machinery Show

11-15 Los Angeles, Sports Arena
Instrument Automation Conf. & Exhibit

14-17 Jackson Lake, Wyo.
Natl. Assn. Travel Organizations

15-18 Miami Beach, Fontainebleau
Hotel
Natl. Builders Hardware Exposition

*Exhibits Schedule available at \$25 a year by subscription only.
Write: Exhibits Schedule, 1212 Chestnut St., Philadelphia 7, Pa.

15-19 Chicago, Palmer House
American Meat Institute

16-24 W. Springfield, Mo.
Eastern States Exposition

17-19 New York, Trade Show Bldg.
Institute of Surplus Dealers

17-20 St. Louis, Sheraton-Jefferson
Natl. Conv. Locker & Freezer Provision-
ers

20-22 Minneapolis, Leamington Hotel
Natl. Electrical Farm Power Conf.

21-30 Miami Beach, Deauville Hotel
Amer. Roentgen Ray Society

23-27 Chicago, Conrad-Hilton
Natl. Stationery & Office Equipment
Assn.

23-27 Cleveland, Auditorium
Natl. Tire Dealers & Retreaders Assns.

24-27 San Francisco, Mark Hopkins
Hotel
Amer. Institute of Supply Assns.

24-28 Montreal, Queen Elizabeth Hotel
Master Brewers Assn. of America

24-28 Pittsburgh, Pittsburgh-Hilton
Printing Industry of America

17-21 Minneapolis, Leamington Hotel
Public Works Congress & Equipment
Show

25-28 Atlantic City, Convention Hall
American Hospital Assn.

25-28 Washington D. C., Shoreham
Hotel
Life Office Mngt. Assn.

27-29 New York City, Barbizon Plaza
Amer. Assn. of Medical Clinics

27-30 New York City, Commodore
Hotel
Natl. Assn. of Photo Lithographers

28-30 Buffalo, Statler-Hilton
Amer. Assn. Textile Chemists &
Colorists

28-30 Seattle, Olympic Hotel
Amer. Soc. of Clinical Pathologists

28-30 Chicago, Edgewater Beach Hotel
Laundry & Cleaners Allied Trades Assn.

29-7 St. Paul, St. Paul Hotel
Natl. Fed. Licensed Practical Nurses

30-5 Montreal, Queen Elizabeth Hotel
Intl Assn. Chiefs of Police

what's new in exhibits?

For an experienced display builder to receive compliments on his work is not necessarily news—but when five clients take the trouble to write completely unsolicited letters of this sort, all almost at the same time, we feel pretty good about it. So we've decided to use our "WHAT'S NEW" space in this issue to quote them:*

FROM CARY CHEMICAL:

"... my extreme gratification to you and your group for the excellent construction of our booth. As you know, we had fine reception and numerous inquiries, which I strongly feel will lead to new business in the future."

FROM COMBUSTION ENGINEERING:

"... the wonderful appearance of our recent exhibit in Washington, D. C., which was very capably designed and constructed by Ivel... selected by Franklin Institute for their museum."

FROM BRENTANO'S:

"The installation of your SelectaSell fixtures was completed in our paper book department today. I was very anxious to tell you that we are enormously pleased with their appearance and efficiency, and we feel that they will sell a great many books for us per square foot of space used."

FROM PEPSI-COLA:

"... our 1961 Sales Power Workshops are already an overwhelming success. Not only are your props functional and spectacular in appearance, but they are also very durable and well protected. One set survived a flood in the South and the other set came through an accident in which the tractor of the truck was completely demolished."

FROM SINGER:

"... the sincere appreciation of Singer's Public Relations Department for Ivel's excellent and professional handling of our Annual Meeting of Shareholders."

* Full text on request.

These five widely different projects show the versatility and dependability of Ivel's extensive skills. We've a big list of happy clients—you, too, can join the club!

IVEL CONSTRUCTION CORPORATION

Designers and Builders of Quality Displays

53rd St. & First Ave., Brooklyn 32, New York HYacinth 2-3730



LARGEST CONVENTION RESORT IN THE WORLD...

INCOMPARABLE MEETING FACILITIES FOR UP TO 10,000 PEOPLE!

Private conference rooms for 10 to 100 • Convention hall accommodating 6,000

SUPERB BANQUET FACILITIES

for groups up to 4,000 • Private dining rooms, formal dining rooms, casual coffee shop for fine food at popular prices

UNSURPASSED FACILITIES FOR FUN AND RELAXATION

14 acres of oceanfront luxury • 5 cocktail lounges • exclusive shops • La Ronde Supper Club • Yacht Basin

Direct Dial Room Telephone System

1,000 Rooms, 300 Cabanas • GOLF at exclusive country club • 1,000 feet oceanfront beach

Spacious hospitality suites • Ample undercover parking

180,000 sq. ft. exhibition and meeting areas • 2 Swimming pools, putting green, tennis

For information write or wire

NEW YORK OFFICE: Circle 5-7800 • Teletype: NY 1-528 • CHICAGO OFFICE: AMdover 3-4181 • Teletype: CG-829

WILLIAM BUCKLEY, Director of Sales

Ben Novack
President



HOTEL

Fontainebleau

CABANA, YACHT AND COUNTRY CLUB

Duke Stewart
Manager



1,000 FEET OF OCEAN BEACH — MIAMI BEACH, FLORIDA



Convention Circles Agree

In Washington, D. C., only the Sheraton-Park
accommodates groups of all sizes

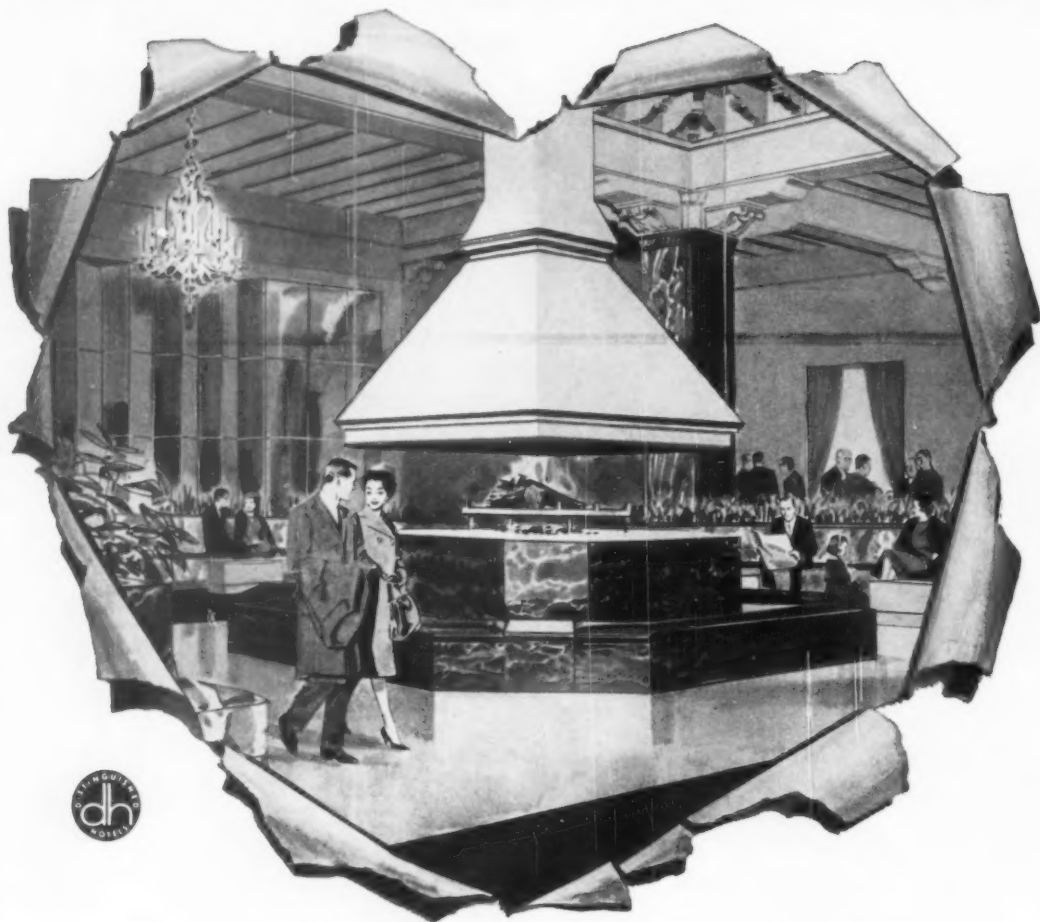
From 40 to 3000, whatever the size of your group, the Sheraton-Park has the banquet room, ballroom or meeting room tailored for you. And, your members will find it's sheer pleasure doing business in the hotel's relaxing resort atmosphere. The Sheraton-Park facilities include an outdoor swimming pool, ice skating rink, four tennis courts, 1200 outside rooms, all with air-conditioning, radio and TV, three fine restaurants for excellent dining at reasonable prices, new Olympia Cocktail Lounge overlooking the pool, ice skating rink and tennis courts plus another delightful cocktail lounge for meeting and entertaining associates. For complete information, contact Lewis M. Sherer, Jr., Sales Mgr.

NOW OPEN
Cotillion Room
North and South
FOR GROUPS OF
450 TO 1200

SHERATON-PARK HOTEL

2650 Connecticut Avenue, N.W. • George D. Johnson, V. P. & Gen. Mgr. • Phone Columbia 5-2000 • Teletype No. WA-75

Perfect headquarters for group meetings



IN THE HEART OF CHICAGO YET OUT OF THE LOOP! THE DRAKE

Luxury on the lake costs no more



We wonder how many thousands of Drake guests have paused beside our unique lobby fireplace. With its gently burning logs, it portrays the warm spirit of hospitality that sets this Distinguished Hotel apart.

Facilities? 4 spacious meeting rooms accommodate up to 800. 16 committee rooms for groups from 12 to 300. 700 guest rooms—all air-conditioned. Plus, of course, famous Drake specialty dining rooms and cocktail lounges. And the final unique touch—*personal* attentions from the Drake's trained staff turn wishes to commands. At the Drake the traditions of innkeeping are *still* in keeping.

If you're attending an exhibit at Chicago's great new Convention Hall, make The Drake your personal headquarters. We're only 9 minutes away—just up Lake Shore Drive.

DICK FLYNN, VICE PRESIDENT—SALES
H. B. RICHARDSON, ASSOC. DIRECTOR

The Drake

LAKE SHORE DRIVE AND UPPER MICHIGAN AVENUE
Superior 7-2200 • CHICAGO 11, ILLINOIS

*Neglected
Half of
Sales Meetings*

By JACK H. YESNER*

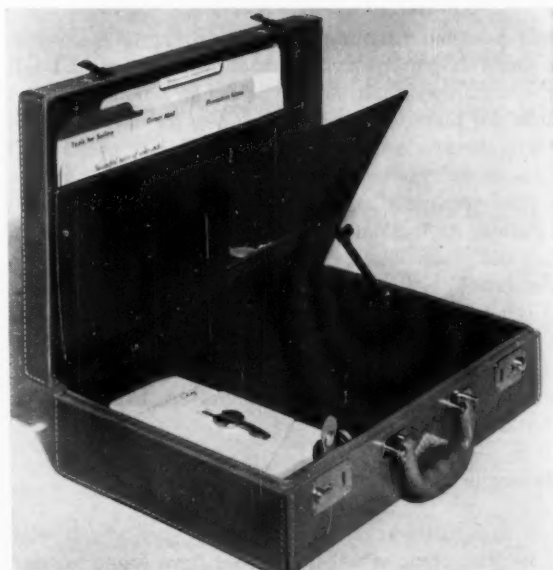
Selling Skills Training

WAITING for a connecting plane at Washington's National Airport not long ago, I ran into a veteran pharmaceutical salesman from the city where I had once plied the same trade. Joe had been something of a friend as well as a competitor, and it wasn't long before he was unburdening himself about the district sales meeting from which he was returning.

"Right now," he said, "if I thought I'd ever have to go to another sales meeting and have to do the role-play bit, I'd quit!"

It wasn't necessary to urge him to continue. "In the first place, the whole thing sounds phoney—and how else could it sound? You never get real reactions from some guy 'playing' the role of the doctor. Hell, I can tell exactly how a doctor's reacting to my pitch by his tone of voice and the kind of questions he asks. You just can't do this in role-play or even come close."

Later, on the plane to New York, I thought about Joe's criticism which had been warmed with an obvi-



TAPE RECORDER, rigged in attache case, permits supervisor to trigger tape unnoticed as he observes field sales call.

* Formerly assistant to the sales manager, U. S. Vitamin & Pharmaceutical Corp.

Meeting Begins with Outline Form

Sales Story Outline for (product)	
Chief Competitive Products:	Who to detail & indications:
Benefits of USVP product over competitive products or older therapy:	
1 -	
2 -	
3 -	
4 -	
5 -	
6 -	
Proof of benefits:	
1 -	
2 -	
3 -	
4 -	
5 -	
6 -	
Attention-getting openings:	
1 -	
2 -	
3 -	

Possible Objections:	Logical Answers:
1 -	1 -
2 -	2 -
3 -	3 -
4 -	4 -
Applicable "District Attorney" questions:	
1 -	
2 -	
3 -	
Action-inspiring closing:	
1 -	
2 -	
3 -	
Specific follow-up for detail:	
Further notes and detailing techniques applicable to this product:	

READY-MADE outline forms distributed at meeting.

ous personal resentment. I had to agree with him about role-play as a sales meeting device, and I felt the same way about having salesmen tape their "sales talk" for play-back before the group for critique. Both methods produce stilted and artificial results—and sometimes even worse if a home office sales executive is the "prospect". Many men recoil from role-play because, as Joe put it, "You can't judge how well a fish can swim when you see one flopping around on the beach, can you?"

But role-play and group critique of recorded sales talks are attempts, however heavy-handed, to give some badly needed attention to the development of selling skills which is the neglected half of sales meetings.

Generally Overlook "Dialogues"

A thoughtful review of marketing periodicals will show that audio-visual techniques have found an unlimited (and frequently indiscriminating) market in group sales training. And it would appear that they

absorb the lion's share of a meeting's budget, time, and creative effort. This impressive battery is wheeled up to drive home product information and to motivate salesmen as strongly as possible to build each and every sales presentation around a framework of memorized "customer benefits." But in the show-how portion of sales training, the fact that selling interviews are dialogues, not monologues, is generally overlooked.

"Thrust and Parry" of Interview

Neither role-play nor taped sales talks reflect the "thrust and parry" of a real sales interview. As Joe implied, inflections of tone, content of questions, and significant pauses are missing. These "feedback" directions from the prospect speak volumes to an experienced and perceptive salesman; they guide him to adjust his presentation as needed to anticipate questions, answer unasked questions, and know when to close.

Let's consider how modern communications technology can be used to raise the level of take-home

skill of the sales meeting participant, be he apprentice or veteran.

Tapes of Actual Presentations

Suppose you had a collection of tape recordings of actual sales presentations made by men of varying degrees of experience in your sales force. And suppose that these were completely unrehearsed, being recorded during sales calls without the knowledge of either the salesman or the prospect. Here, preserved on tape for re-creation on demand, is the whole "selling situation" from opening words to action-motivating close, from technical questions to spurious objections, from the cooperative buyer to the wildest eccentric—

not poorly approximated nor stilted by nervousness, but authentically "live".

Taped recordings of this kind provide the basis for a group of critique and discussion method of training by which salesmen can both learn and evaluate their own selling skills in a non-threatening environment. Result is a sales meeting in which spontaneous and enthusiastic participation is not the product of silly hats and stunts.

Although contrary to all the rules of good educational practice, most sales meetings are made up of participants with varying periods of company service and even wider disparities in selling experience. Around the training table you will find the Neophytes, who don't know which side of the product is north;

(continued on page 146)

How to Tape Sales Call

(Techniques and Precautions)

- Attache case containing the tape recorder (see page 33) is an effective and unobtrusive way to obtain tape recordings by the sales or training supervisor who accompanies salesmen on calls.

- Before salesman and supervisor enter the prospect's presence, concealed microphone switch (on handle post) should be turned on so that no part of interview is missed.

- Audio conditions in prospect's office should be evaluated quickly. If there is background noise—typewriter or other loud machinery in operation in the room or an open window that admits high-level traffic noise—recorder should be shut off at once.

- For best results, case that contains recorder should rest on supervisor's lap with microphone (decorative area under handle) facing interview participants.

- Other than necessary introductions and farewells, the supervisor should not speak during recorded interview. At beginning of the day, he should advise the sales-

man that he is just "observing" and will not join in the selling effort.

- To assure getting on tape the closest thing to his routine sales presentation, salesman should be allowed to settle down with a call or two before you record interviews.

- Tapes should be identified by serial number and district or division of origin only. Never put a salesman's name on a reel of tape made of his presentation. It should not be subject to identification at the home office nor when taken to a sales meeting for playback.

- Before having the tape transcribed, delete all names so that they do not appear either in the recorded or written version.

- After most men have attended a tape-structured sales meeting, the sales or training supervisor should be prepared when meeting a man for a day's field work for a question about whether he will be taped. Frequently, suspecting that they have been recorded, salesmen will want to hear

the tape after leaving the prospect's office. While this is the finest kind of curbstone conference, should never be done when collecting tapes for use at sales meetings. If desired, individual field managers can be provided with equipment for use with the salesman's knowledge in field training.

- Any typist familiar with dictating machines can transcribe the tapes; only one thoroughly familiar with the product, its terminology and applications can transcribe them quickly and accurately.

- Many repetitious phrases, stammerings, incomplete sentences half-expressed ideas and inconsequential conversation will be found in a recorded sales interview. It is of great teaching value to have all such extraneous matter transcribed verbatim for use in the training sessions.

- Tape recorder-attache case, transcribing-amplifying equipment and other accessories used by author are products of Mohawk Business Machines and distributed by Soundscribe Division, McGraw-Edison, under the trade-name, Midgetape.



IBM Meetings Around



RECORD NUMBER—1,560 salesmen—assembled this spring for IBM World Trade Corporation's Hundred Percent Club in five cities: Rome, Tokyo, Buenos Aires, San Jose and Quebec.

Largely by their efforts, the company had rung up new highs in sales for 1960—\$372 million in data-processing equipment, electric typewriters, time systems, and supplies and services—in 90 countries where the firm operates.

Held annually since 1950 (year following the formation of IBM's international subsidiary) the clubs serve to recognize and reward top salesmen all over the world who have met or bettered their quotas. Meetings are a blend of inspiration and incentive mixed with education, entertainment and good fellowship.

◀ JAPAN—Earphones relay translations to English.

CONVENTION



ROME'S Palazzo dei Congressi is IBM meeting site at which 1,169 European area salesmen congregated for three day convention.



ROME—TV cameras televise equipment exhibits.

the World

Each of the international company's regions holds its own meetings.

An innovation at this year's clubs was attendance of a selected group of customer engineers—men whose skills see to it that every machine works properly for the customer.

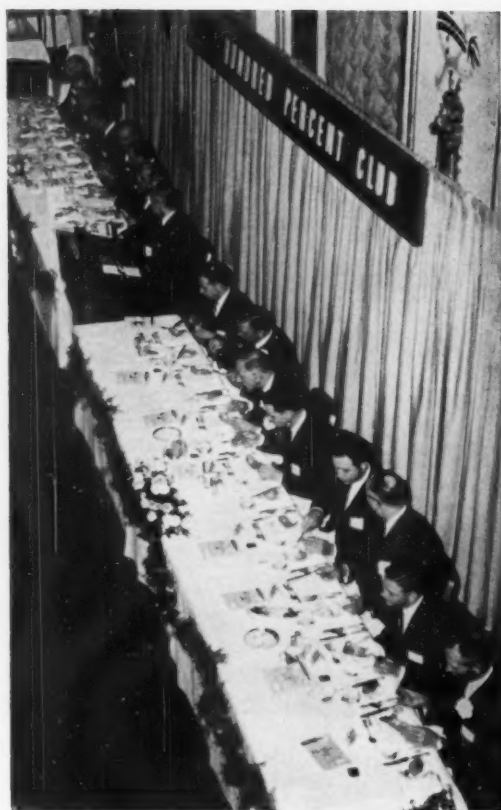
While many of the club ingredients are familiar—speeches and awards, press conferences and demonstrations, sounds of applause and cameras' clicking—these were conventions with a difference. That difference was the new look at the salesman's role: a man whose experience and professional ability keep in stride with the rapid advances and refinements in the products he sells; and a man whose most important sale is always the next one.

COSTA RICA—Entertainers are part of award banquet. ►





BUENOS AIRES—IBM Club membership awarded.



CANADA—Execs form head-table at banquet for IBM 100% sales club in Quebec.



WASHINGTON—IBM World Trade Corp. sales leaders and wives take tour of capital. Other stops were plants and New York City.



DEMONSTRATORS put on continuous performances at Monsanto exhibit to create show-stopper at half the usual cost.

Twice Impact at Half Cost

Monsanto with short budget for Plastics Exposition takes new tack. Rents turntable and earphones and creates demonstration center as focal point of exhibit. Captures and holds crowds.

DON'T KNOCK FATE. Sometimes the darkest cloud hides the brightest light. Ask George Gross, advertising manager, Monsanto Chemical Company.

Monsanto had signed early for a large booth area at the National Plastics Exposition, New York Coliseum last month. A few months after booking the 25 ft. by 65 ft. space, the budget that normally would be available for an exhibit wasn't there. A dark cloud hung over plans. There wasn't enough budget for what Monsanto would normally spend for a large exhibit at an important show.

Necessity Sparks Ideas

But, old mother Necessity sparked some bright ideas. Not only did Monsanto have a respectable exhibit,

it had one of its best. And at about half normal cost!

With the help of exhibit builder GRS&W, Pittsburgh, Monsanto created a demonstration-oriented exhibit that beat anything it has ever tried. Central element of its exhibit was a large revolving platform (rented). In front of the turntable which was about a foot high, were 24 molded plastic chairs. The chairs were borrowed from the new auditorium Monsanto is building in St. Louis.

Small speakers in plastic, bullet-shaped units were on gooseneck swivels and fastened to the chairs. A demonstrator on the turntable lectured via a wireless microphone and the sound was transmitted to chair speakers. In addition to speakers on chairs, a row of 12 additional "phones" were available around the periphery

of the exhibit area. Thus, 36 people could hear the demonstrator's spiel at one time.

Monsanto hired two demonstrators. One is a professional actor, Bob Kennedy (no relation to the Washington Kennedys) and the other is science editor of station WBZ-TV, Boston, Dr. Jonathan Karas. These men were selected for their ability to hold an audience.

20-Minute Demonstrations

Demonstrations of special properties of Monsanto plastics were given in a 20-minute period. One demonstrator worked at a time. When he tired, the next man took over. Demonstrations were kept going continuously.

This is the way the exhibit worked: As visitors approached the Monsanto

booth, two girls in chic uniforms offered them quiz cards to be used for a drawing for a portable TV set. The girls suggested that visitors get the answers to the simple quiz by watching and listening to the demonstrators. If seats were available, hostesses ushered visitors to seats. If all seats were taken, they handed visitors "phones" on the periphery.

Button Controls Turntable

Around the circumference of the turntable was a table on which were simple lab-type experiments and equipment. As soon as the demonstrator finished one experiment, he pressed a button and the turntable rotated. He stopped the turntable by a second push on the button when the next experiment was centered before the audience.

While the demonstrator lectured about a particular plastic, an assistant set up the next experiments. Thus, demonstrations kept going throughout show hours.

Visual Appeal

Some of the demonstrations were quite simple, but all had visual appeal. A sledge hammer was allowed to fall on a plastic helmet to show impact resistance. Plastic containers were taken from a dry-ice chest and subjected to the lecturer's weight to show how one type of plastic could hold up under adverse temperatures.

Eggs were fried on a vinyl-coated sheet of metal to show special properties of vinyl coatings.

In all visitors watched 20 separate demonstrations, each different. It took four months to dream up the demonstration ideas, according to George Gross. Product managers pondered on how to show unique qualities of their products in a dramatic way. Each of the 20 demonstrations was new for Monsanto.

Two Days to Learn Script

It took only two days for hired lecturers to learn the script, written by Gross. To insure that major points would not be missed, small cards with copy were taped on the top of the circular demonstration table. As the table turned, a new card was in view of the lecturer. He could glance down and pick up major points to cover should he forget.

While the basic script was set, each lecturer presented it in his own way. One tended to ask questions of the audience more than the other. Each used whatever style came most naturally to him. This made demonstrations flow smoothly and effortlessly.

After each demonstration, the lecturer held up a card on which the name of the product was spelled out so that visitors would see the name as well as having heard the lecturer mention it. As he showed the name,

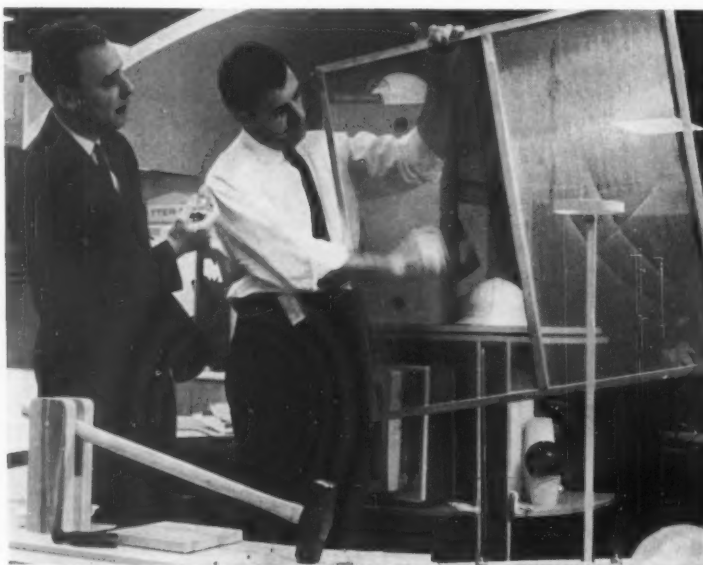
the lecturer told the audience that booth attendants in gold coats were at the wings of the exhibit and ready to go into more detail and answer all questions.

Old Units on Side

Side sections of the exhibit were units used in past shows. These units included private consultation rooms. On one side of Monsanto's current exhibit was an operating injection molding machine. It was lent to Monsanto by Ankerwerk International who supplied an operator. Small plastic bowls turned out by the machine were giveaways. Because this part of the exhibit cost Monsanto nothing, and because its main exhibit unit (turntable) was rented, and because its modern chairs were borrowed from its own auditorium, and because side units were not new, Monsanto ended up with half the exhibit cost at the Plastics Show than it would have had normally.

Small Seminars

In addition to the exhibit, Monsanto maintained a different kind of hospitality suite in the Essex House Hotel. Instead of a place to offer simply warm friendship over a drink, Monsanto created small seminars. Booth personnel invited show visitors to attend these product seminars — and they came in large numbers. Beginning at 5 p.m., seminars were



AD MANAGER George Cross (left) coaches Dr. Jonathan Karas on how to perform demonstration in rehearsal before exhibit opens at show.



ANOTHER demonstration is rehearsed as Dr. Karas' assistant stands by ready to help arrange apparatus. Rehearsal paid off in smooth presentation.

staged by technical service and marketing development staff.

According to Edmund D. Kennedy, director of advertising, Monsanto's booth played to near capacity at all times. Gold-coated booth personnel watched seated visitors for signs of special interest. When visitors were ready to get up from the demonstration area, personnel was ready to

take further advantage of their "captive" state to discuss products and applications.

Care with Script

Demonstration script was carefully prepared for the show. "It had enough technical content so that technical people would not consider

it too elementary," Gross explains, "but not too technical to discourage non-technical end-users."

On the basis of success, Monsanto very well may use this demonstration technique many times in the future. It has three big features you can't knock: It attracts crowds; it tells a product story in a painless way; it is relatively inexpensive. ♦

Schering creates ad contest for salesmen so that they appreciate ad values. Awards given at sales meeting for best ads which will be used.

How to Build



WINNING ads and their creators line up to take bow. Salesmen submitted ad ideas in rough for Schering contest.

Best ad ideas were turned over to professionals for finished layout. Ads demonstrated salesmen had product knowledge.

"HOW CAN WE build more interest in specific products, create a greater awareness of advertising among our salesmen, and tie both objectives in with our national sales meeting?"

These questions were posed to me by C. W. Rahner, Jr., marketing manager, Schering's Veterinary Div.

Pre-meeting enthusiasm generated for these products was felt to be very important, not only in respect to increasing the effectiveness of the sales meeting, but to condition salesmen for an intensive product promotion push to the trade, which was to go into effect immediately following the meeting.

Several approaches to the problem were explored, but the answer that seemed to fit the situation best from a time and cost viewpoint, was a contest idea—with a little different approach.

As a result, six weeks before the national sales meeting, our Win, Place, and Show Ad Contest was announced. There were to be nine winners. This number was deliberately chosen so each salesman would be encouraged to enter a contest in which he had nine chances to win. Furthermore, the contest as it was conceived, seemed to answer three basic appeals:

Interest in Ads

- It provided for individual recognition.
- It was competitive.
- It provided salesmen with a chance to win extra money.

Requirements were kept simple. Rules sheet explained to the salesmen that they need not be accomplished artists to submit a winning ad. Originality of the idea was stressed, not how "pretty" a picture could be drawn. Each ad was to promote a single product, but each salesman could enter as many ads as he so desired, on any one or all of the three designated products.

Instruction sheets outlined the way to present an idea, and suggestions were made pertaining to organization of material for copy and illustration. Three first prizes of \$50 each were to be awarded the Schering salesmen who submitted the top ad for each of three designated products. In addition, there were three second prizes of \$25, and three third prizes of \$10 to be awarded runner-up ads in each product category.

Additional incentive to enter the contest was the announcement that each of the three top ads chosen for each of the three products, would be reproduced and appear in one or more of the three nationally circulated veterinary journals. Contest winners were to be announced and awards given out at the national sales meeting banquet.

Arrangements for judging ad entries were made with an agency in New York City. First contest information was sent out six weeks prior to the national sales meeting and contest reminders were sent out every two weeks up to the date of the meeting.

We felt that by telescoping the contest into a shorter length of time, more enthusiasm could be injected into the campaign. We found this to be true.

From the first mailing, ads began to come in, and the number increased with each subsequent promotion, as interest in the contest mounted. The men drew upon their experiences, and ads that were submitted seemed to reflect to a great part, the pitch being used in the field to sell each of the three products, plus in many instances, a new twist.

By the end of the contest, 80% of the sales force had responded with one or more entries. It was evi-

dent that salesmen were taking a good look at these products, re-evaluating their advantages over competitive products, and concentrating on a new selling approach to the veterinarian.

When the contest closed, all entries were submitted to the agency and to the committee that was to judge them. One person from Veterinary Sales and two people from the agency composed the committee.

All names were taken from the ads and each ad was given a number. A master record was kept by which each number corresponded with the entrant's name.

Each group of product ads was judged separately. By spreading them out on a large conference table, judges then picked a first, second, and third place winner.

In order to further capitalize on the interest of the contest, comprehensive layouts of the nine winning ads were made and placed in the meeting room during the sales meeting. Names of salesmen who submitted winning entries were placed on the ads, but no one knew which ads were picked as first, second and third. This created additional interest and speculation among salesmen who tried to decide where each ad was placed.

This idea of an advertising contest among salesmen, in our case, had a great deal of merit. We definitely feel that because the contest was a part of the over-all promotion for the meeting, it helped in part to focus attention on the three featured products around which the national sales meeting was built. At the same time, it afforded salesmen a chance to compete, win money, and personal recognition as a result of their own creativeness.

From a practical viewpoint, the ads which were submitted in the contest, gave the advertising manager a cross-section of what sales points salesmen were using in the field to sell these particular products. From this information, promotions could be changed if necessary to tie in more closely with what the salesmen were actually telling the doctor.

Not all ads were brilliant, but all of them showed a serious effort by the men in the sales force. Ed Dent, agency vice-president, and one of the judges, comments, "It was interesting to see the high degree of product knowledge and wide range of ideas which were submitted in the contest." ♦

You Need Quality Control!

Meetings are commodities. As such, the "buyer" has right to expect performance reliability. Methods exist to control session quality, and there's no better time to use them than now.

By CHARLES LOUIS SCHAFER

WOULD IT surprise you if the government overhauled the tax laws to limit deductions claimed for attending business meetings away from home and instructed tax collectors to set minimum specifications for the thousands of meetings "bought" by taxpayers all over the United States? It wouldn't really be so fantastic for

them to spell out what meetings are "dogs" and not worth deductions.

Meetings are commodities. Yet, they carry no grade mark, no guarantee of contents. No system of inspection insures that they will live up to the programs they announce and advertise. Under one name, they range from terrible to terrific.

Jacques Barzun of Columbia University, quoted in a Wall Street Journal editorial, has commented:

"... The conference has become, the world over, a substitute for work. That is its appeal. Take at any instant a census of the great talents of the world and you will find a large proportion pre-

First of a Series for Convention Planners

THIS ARTICLE by Charles L. Schafer is first of a series designed for the "pro" who plans association conventions.

Schafer is a professional conference coordinator and public relations consultant who specializes in meeting design and management. Prior to his graduation from Stanford (A.B., 1938) his interest in improving meetings led him to organize and for three years manage Stanford Speakers Bureau. Since then he has had broad experience in sales promotion, public relations and advertising both in the United States and in the Orient.

During the 10 years he was associated with Pan American World Air-

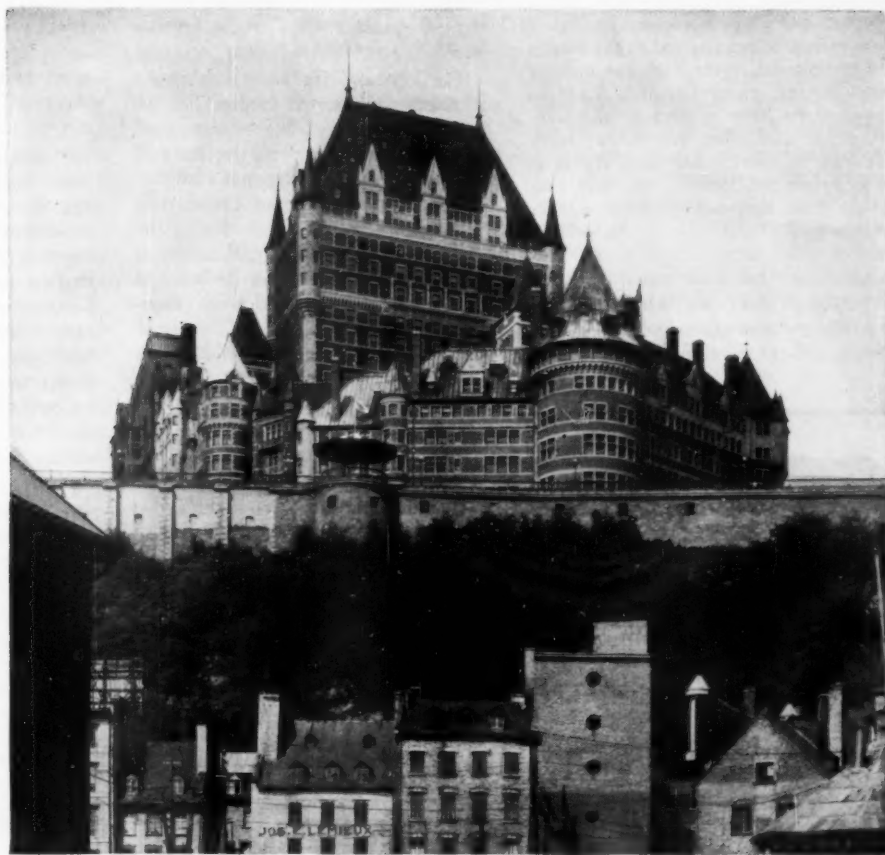
ways, he managed the largest World's Fair exhibit on Treasure Island. As sales trainer, he wrote the company's first traffic, orientation and sales training manuals. He is the author of two books on how to hold an open house. A public speaker and University of California lecturer, he received his M.A. in speech from San Francisco State College.

Schafer has organized and staged international cultural conferences, national sales shows, regional workshops, seminars, lecture courses, annual meetings, dealer and wholesaler meetings, plant openings, press conferences, education committee meetings, and association conferences.



CHARLES L. SCHAFER

*A French
Château for
your next
convention!..*

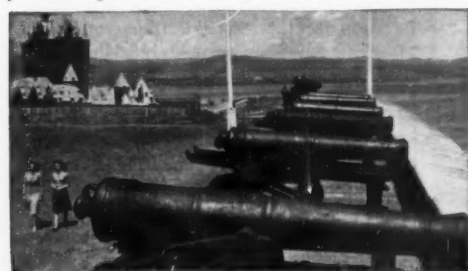


The stately Château Frontenac towers over scenic Québec and the mighty St. Lawrence.

The Château Frontenac in historic old Québec



Thoughtfully planned meeting rooms of all sizes help you accomplish much more in a shorter time.



Historic Québec, world-famous French fortress city, provides you with a storehouse of memories.

Refreshing atmosphere and scenic splendor—aren't these the clues to a successful convention? You'll find all of this and *more* in an old-world setting—at Québec's Château Frontenac. This luxury hotel offers you not only traditional old-world hospitality, but every *modern* convention facility. Here is just a sampling:

723 luxurious rooms. Meeting rooms of all sizes. Private banquet halls. Portable public address system. Sound projectors with trained operators. Individual exhibition rooms. Cocktail lounges, ballrooms, terrace café. Year-round sports.

And Canadian Pacific's smooth, efficient service leaves you more time to explore the excitement and romance of this famous French fortress city. To ride, perhaps, in a horse-drawn calèche; to visit historic landmarks and shrines; to shop; or golf on picture-book courses.

In French we call it a *succès fou*. In any language: an unforgettable convention! For information and reservations, write to: Convention Traffic Department, Canadian Pacific Railway Company, Windsor Station, Montreal.

Canadian Pacific

paring, attending or recovering from a conference. When you add to the burden of the physical event itself the mass of ancillary paperwork required, from the preparatory letter writing to the transcripts of discussions that nobody reads (except to correct his own stammerings before publication), you may conclude that here make-believe reaches its apogee."

A New York sales executive once reported in *Fortune*, "Those serious-sounding meetings don't mean a thing. There's nothing that could be

done to make them really worthwhile."

For him and for many others, it's a question of caveat emptor (let the buyer beware). The experienced conferee reads between the lines of pre-meeting announcements to try to guess the real nature of the coming affair, to gauge the reputation of the sponsoring association, and to assess the value of the program he is asked to spend hundreds and even thousands of dollars to buy. As a buyer of meetings, he may already have

been stung several times. He may have recommended that his company send him to a meeting that turned out to be a wild goose chase.

For whom the bill tolls: The conferee may admit that he had some fun, even been intellectually titillated by one or two speeches. But on confronting his boss, he may also admit that he made no worthwhile contacts; he returned with no new or immediately usable ideas; he spent much of his time sitting in uncomfortable chairs in stuffy rooms, being bored by dull speakers whom he could not always hear, watching bumbling theatrics and eating rubber chicken. And he is wondering now whether the post-meeting description of the convention in the house organs and trade magazines will report how tame and lifeless the affair was compared with the rousing pre-convention promotional promises.

Pocketful of dreams: And what does our convention investor have to show for the meeting which he bought with his time and money? You

Midwest Sales Meetings...?

Tops in Attendance...when CONVENTIONS ARE AT BOYNE!

Attendance hits new highs because of Boyne's height-of-comfort accommodations, in beautiful surroundings. Boyne's famed cuisine, cozy cocktail lounges, nine holes of private golf, scenic chair lift rides, fishing, riding stables, and exclusive outdoor ice skating in the summer sun combine to make Boyne Mountain Lodge irresistible to convention guests. Accommodations for 200. Air conditioned throughout.



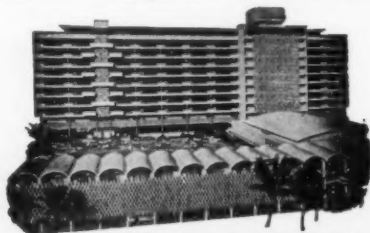
Boyne

MOUNTAIN LODGE

Write for free color brochure

BOYNE MOUNTAIN LODGE, BOYNE FALLS, MICHIGAN
CHARLES MOLL, MANAGER, PHONE 549-2441

at the incomparable *la Concha*



OLD WORLD CHARM JOINS HANDS WITH NEW WORLD LUXURY

Located at ocean's edge, la Concha offers lavish accommodations, luxurious cuisine and service. Completely air conditioned. Pool, private beach, cabana club. Three handsome cocktail lounges. The Club la Concha offers star-studded attractions. 250 rooms and suites. Complete convention facilities. Meeting rooms of various sizes accommodate 25 to 700. Trained staff. Write for Convention Brochure.

Only 3½ hours from New York, 2½ hours from Miami by jet. No visas, passports, or vaccinations necessary for U.S. citizens.

Write or phone: Ralph M. Rodriguez, Jr.,
Director of Sales, No. 1 Rockefeller Plaza
Suite 2408, New York
20, N. Y. JU 2-4949.



la Concha

HOTEL, BEACH & CABANA CLUB SAN JUAN, PUERTO RICO
AN ASSOCIATED FEDERAL HOTEL Cecil Mills, President

know what he has: a pocket-size program that lists dates, hours, and speakers; perhaps a conference roster with many addresses so incomplete he cannot reach addressees; a directory of exhibitors; some pamphlets supplied by the host city; a colorful picture of the local tourist bureau; calling cards from people who sat next to him, who might be prospects for his company's products, and who might remember him if he writes to them right away; a hotel bill; transportation receipts; a magazine bought to kill time; perhaps an inexpensive prize or a giveaway premium from one of the exhibitors—a pencil, pen, pocketknife, or a transistor radio, if he was lucky.

Odds are 100 to 1 that he has not received abstracts or copies of major speeches. It is very improbable that he has a copy of the resolutions that were passed. It is doubtful that he will know where the next meeting will be held or the exact dates. He probably hasn't met any of the new officers, although he helped to elect them and knows very little about them. He probably saw only a por-

tion of the exhibits because he was too exhausted physically to view more than the first and second rows.

All this is to say nothing about his hangover, or what advice his wife has waiting for him, or even how his tax collector will view his junket in the year ahead.

Debatable merit: Everybody is interested in meetings—some more than others. Recently a junior college board of trustees, publicly eyeing its 1961-1962 budget, pulled out its

pruning shears and slashed its "travel and conference expenses" in two at the same time it doubled the librarian's budget because "the Lord knows he needs it." It was not announced what association meetings the trustees considered expendable. Another account told how city supervisors scoffed at the idea of sending a representative a thousand miles to accept an honor accorded the community as an All-American City by a national government conference. "Another fool trip," they said. "We need

**NEWEST AND MOST COMPLETE
CONVENTION HOTEL IN
PALM SPRINGS, CALIF.**



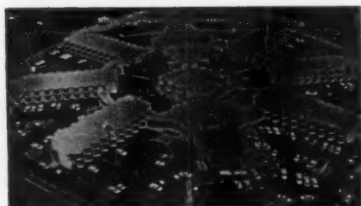
Convention hall seats 1300—banquet facilities for 900—sample rooms—small conference rooms—370 exquisitely appointed rooms—complete air conditioning.

PLUS...Recreational facilities, including an Olympic-size swimming pool, tennis courts, 9 hole, 27-par golf course right on the grounds.

**LOCATED IN THE HEART
OF PALM SPRINGS**

Write or phone for information
or reservations

Los Angeles: DUmkirk 8-1151
San Francisco: EXbrook 7-2717
TED RATCLIFF, General Manager
Palm Springs RIVIERA
1600 North Indian Avenue
PALM SPRINGS, CALIFORNIA



FOCUS

An effective exhibit must do one job;
focus attention on your product and
its features.

Producing "hit shows" for top
corporations is our business.
Let us do the same for you.



**DESIGN-BUILT
STUDIOS, INC.**
DESIGNERS AND BUILDERS
TRADE SHOW EXHIBITS

21-21 41st Ave.
Long Island City 1,
(New York) N. Y.
STillwell 4-3400

When only the best is good enough!

Le Reine Elizabeth & The Queen Elizabeth

THE ULTIMATE IN CONVENTION FACILITIES!



You and your group are assured of the most efficient attention, gracious service, and the ultimate in function facilities when you hold your convention or sales meeting at The Queen Elizabeth, Canada's newest and finest hotel. Here are 15,000 square feet of exhibit space, 23 meeting rooms for up to 3,000 for meetings or 2,000 for banquets... and 1,216 spacious guest rooms, each with individually controlled electronic heating and air conditioning.

Added welcome conveniences are the direct indoor connections to the garage (free to room guests), the Canadian National Railways Station and Montreal Air Terminal. Delegates attending conventions here will thoroughly enjoy their visit to Montreal, where British institutions and French traditions are delightfully blended. Plan now for your next meeting at Montreal's most modern convention hotel.

THE QUEEN ELIZABETH MONTREAL, CANADA

A CNR HOTEL OPERATED BY HILTON INTERNATIONAL
Donald M. Mumford, General Manager

For information contact The Queen Elizabeth, Montreal, Canada—Telephone UNIVERSITY 1-3511, or Sales Division, Hilton Hotels International, The Waldorf-Astoria, New York 22, N.Y.—Tel. MURRAY Hill 8-2240.

ANNOUNCING CHICAGO'S NEWEST DOWNTOWN LUXURY MOTEL—NOW Open

Essex Inn was designed with the group meeting in mind. Most modern convention facilities — entire floor of soundproof meeting rooms, complete visual aids to dramatize your message with sight and sound. Features are: free parking on premises — swimming pool; complimentary TV and radio, wake up coffee, ice cubes, 24 hour switchboard. Excellent restaurants and cocktail parlour. Room service. Extra large guest rooms and suites at competitive rates — ideal for display, entertaining or the active traveler.

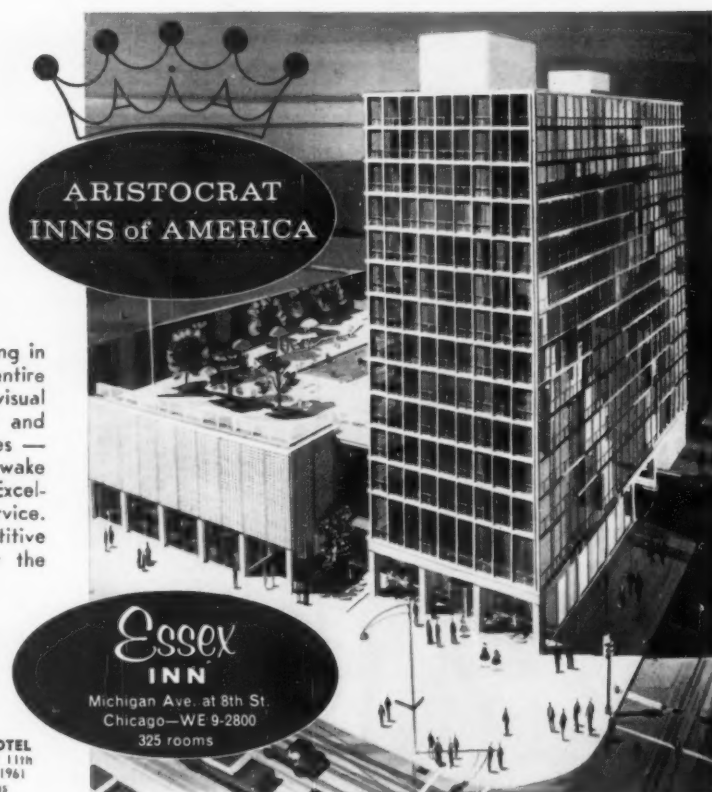
Write or Phone for details:—
Larry Licalzi, Director of Sales
Aristocrat Inns of America
5600 No. Lincoln Ave., Chicago, Illinois
Phone: LO 1-7777 or LO 1-5751 • CG 82

Also operating in Chicago:—

AVENUE MOTEL
Michigan at 12th
Open — HA 7-8200
100 rooms

ACRES MOTEL
5600 N. Lincoln
Open — LO 1-7777
100 rooms

ASCOT MOTEL
Michigan at 11th
Open Fall 1961
225 rooms



Michigan Ave. at 8th St.
Chicago—WE 9-2800
325 rooms

money for more important things."

Still another news story reports that an employee, having been refused funds to attend an institute which he considered to be very important to him as a professional man, had revised his request downward, asking only that his employers allow him time off to attend. He promised to pay all the bills himself. "You can handle such things by mail," snapped the employers at the heels of the departing conferee. "You don't have to see things done as in a classroom. When we hired you, we thought we were getting a very highly qualified man. You are supposed to know all the things they talk about at these meetings."

Businessmen grumble about the expense and, if they feel compelled to attend, hope they will at least make enough good contacts to make up the difference. And the tax collector and Mrs. Grundy take a dim view of all the goings-on.

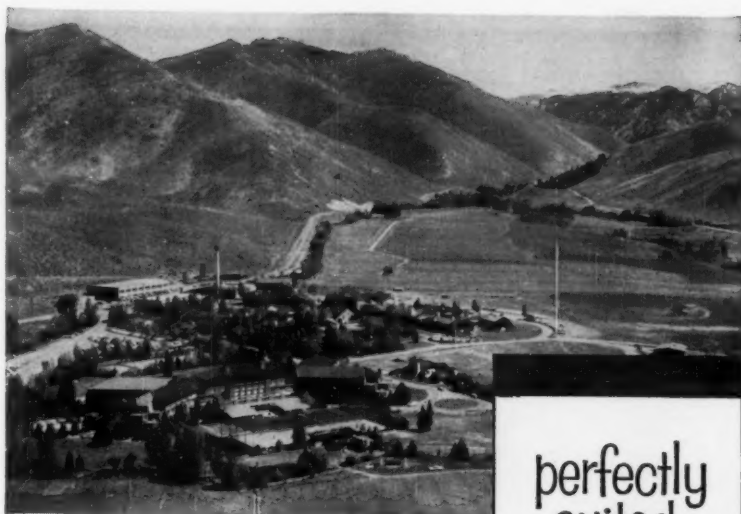
Unless steps are taken to improve conferences, this up-trend to restrict attendance may increase.

Why not quality control? There is something that can be done to make meetings worthwhile. In a country where physical products must meet the most exacting requirements, where food and drug products must carry clear statements of content, certainly we can devise standards for meetings.

Fact that each meeting is a new product, completely different from any other meeting, should be no deterrent. In all meetings there are constant factors to which standards of quality control and minimum reliability performance tests can apply. These are mainly, but not entirely, applicable to conference settings and productions: direct-mail promotions and publicity; meeting headquarters, meeting rooms and equipment; publications—rosters, check lists, evaluation forms and conference proceedings.

Testing Tools Available

Standards and testing tools are already available to help measure and control quality of meetings. Those observed cover only parts of meetings. Combined with findings of research studies now under way, however, they could bring us closer to having the means to control quality in every part of a meeting for every



Sun Valley
IDAHO

perfectly
suited
for your
convention



MEETING ROOMS

	Max. Capacity
OPERA HOUSE	500
HOLIDAY HUT	250
DUCHIN ROOM	100
Numerous smaller rooms	20 to 50

BANQUET ROOMS

	Max. Capacity
LODGE DINING ROOM	350
CONTINENTAL	600

RATES

AMERICAN PLAN	
LODGE INN	
\$18	\$16 Per person, two in a room
\$21	\$19 per person, single room
(European Plan rates on request)	

CAPACITY

Sleeping accommodations for 500 persons

Owned and operated by
UNION PACIFIC RAILROAD



Planning a spring or fall convention?

One of the many reasons you will want to consider Sun Valley is that here you can't lose any delegates. No big-city problems such as having members housed at other faraway hotels... delays of waiting for taxicabs, or traffic jams.

Along with excellent meeting facilities and room accommodations at Sun Valley Lodge and Challenger Inn there's a wide and wonderful variety of fun for all—including outdoor ice skating, golf, riding, swimming, fishing and skeet-trap shooting.

for reservations

... or additional information on rates, seasons and activities, let us send you our color convention booklet. Address Mr. Winston McCrea, Mgr., Sun Valley, Idaho or Union Pacific Railroad, Dept. SV-4, Omaha 2, Nebraska.

BEST IN THE WEST

for your convention!

The

Fabulous Flamingo

HOTEL

LAS VEGAS

Introduces THE LARGEST AND FINEST, NEW, PRIVATE
CONVENTION HALL AND AUDITORIUM IN THE WEST!



**MOST MODERN AND COMPLETELY EQUIPPED IN AMERICA...
A MILLION-DOLLAR MIRACLE!**

19,000 square feet "Projectioneered" to SEAT 3300 PEOPLE theater-style, and 2200 PEOPLE banquet-style, with stage and speakers unobstructed in sight and sound from any part of the auditorium.

For smaller groups, the auditorium can be partitioned into 3 or 4 more areas, EACH WITH ITS OWN STAGE, by means of soundproof movable walls. These stages and speakers' platforms are the most modern and superbly-equipped in the West.

11 magnificent meeting rooms, seating from 200 to 3300 people. Plus 20 committee and hospitality rooms for 30 or more people.

FOR EXHIBITION PURPOSES, THE AUDITORIUM WILL ACCOMMODATE 200 BOOTHS, INCLUDING AMPLE AISLE SPACE.

Specially-designed over-head sliding doors have been engineered WIDE ENOUGH TO ACCOMMODATE ANY SIZE TRUCK OR TRAILER DIRECTLY ON CONVENTION FLOOR FOR LOADING AND UNLOADING PURPOSES. The perfect setting for your convention, LARGE OR SMALL!

AIR CONDITIONED! SOUND CONDITIONED! LIGHT CONDITIONED!

FOR COMPLETE INFORMATION, Write, Wire or Phone:

DON WILKINS Director of Sales The FABULOUS FLAMINGO
LAS VEGAS, NEVADA Phone: DUDLEY 2-4000



Fabulous Flamingo
CONVENTION SHOWPLACE OF THE NATION

put **HERTZ** in your convention plans

Hertz rents new Chevrolets and other fine cars, trucks and special equipment—anywhere in the world.

For further information write:
Mr. W. J. Jann, The Hertz Corporation,
660 Madison Avenue, N. Y. 21, N. Y.



HERTZ
RENT A CAR

meeting—to having conferences that satisfy minimum meeting specifications.

Below are a few methods association executives are already applying in order to achieve performance reliability.

Reliability in mailings: Pre-conference mailings are often rosy with predictions of big things to come. When the conference opens, the chairman makes last-minute corrections in the printed program. The audience is dismayed and frustrated to learn that what they bought is different from what they are being handed.

Society of Technical Writers and Publishers, according to its program chairman, Warren H. Deck of Schenectady, neatly solved this problem during its eighth annual convention. The society issued two programs: a preliminary program to signal intentions and a final program to report reliably on what was going to happen. Identical in format, they were issued months apart. Recognizing that changes would be made in the first draft of the program, the program committee issued the "preliminary program," printed it on white stock with a yellow cover. To distinguish the official program, they printed it on buff paper and used a blue-green cover.

Roughly 50 changes took place in the final program. These represented very few corrections of errors. More often they were a simple recognition that growth of plans brings changes. Besides making major additions to the program, the society was able to correct personnel titles and affiliations, announce time and room changes for panels, and confirm subjects and speakers previously scheduled "to be announced."

More significantly, changes appeared in the editing so that conferees had a truer picture of what was going to happen and could make more intelligent decisions about which of the concurrent sessions to attend.

Wide-angle topics were broken down to manageable proportions. "Organizing Successful Chapter Activities" specified three sections in the official program: "Organizing Professional Groups on the Chapter Level, Membership Drives, and Chapter Programming." The topic, "What the Scientific Audience Wants," was restated more accurately as "What

the Technical Audience Wants." What was originally scheduled simply as "Automotive Maintenance Manuals" became, with a different speaker, "The Modular Concept in Communication of Automotive Service Information!"

An example of clarification by extension of a title appeared in "The Function of Design and Illustration in Technical Communication" which had at first been ambiguously titled "Graphic Communication."

These revisions appearing in the official program created believability in the performance reliability of the convention of the Society of Technical Writers and Publishers: the agenda matched performance.

Purposes and objectives: Performance reliability of a conference hangs upon making it clear why the conference is being held and what methods have been devised to achieve objectives.

Theme: A pithy theme dramatically unifies the conference, creates atmosphere and mood for the group. It puts the purpose, direction and content of a conference in such focus that everyone can understand what is going to be discussed. It reflects the clarity with which conference committees and officials see the conference objective. Without a theme, the conference is a nameless thing in limbo. Without a theme, a conference is deprived of articulation and expression in words, symbols, art and color.

John W. Ervin, for 13 years a leader in the Annual Institute on Federal Taxation at University of Southern California Law School, shares theme production with a planning committee.

"We have a planning committee of eight of the most superior people we can find in the tax field who are neither too young to be inexperienced nor too old to be so busy that they can't work. By getting people who are all at the very top and having only people at the planning committee level who are extremely able and experienced, we avoid factions and any real disagreement.

"Function of the planning committee is to work out all the really difficult intellectual problems of establishing a theme and implementing it with the most timely subjects possible which are highly coordinated



Convention Host • 1760

Clay pipe and welcoming smile symbolized one of America's first convention hosts—the genial innkeeper of Colonial Williamsburg.

The gracious and friendly traditions of two centuries and more ago are here today, but convention facilities far exceed the ready mug of ale and the hearty handclasp of 1760. Now you'll meet in bright, air-conditioned meeting rooms, seating 10 to 400. Rest and relaxation come

easily in spacious, modern guest rooms. And we'll just mention the golf, tennis and swimming.

From the Williamsburg Inn, Lodge, and The Motor House, where you'll convene, you and your ladies will enjoy the fascination of visiting this beautifully restored colonial city. And while you're here you may dine at Chowning's, King's Arms, and Campbell's, three taverns that were the scenes of America's conventions so many years ago.

Williamsburg
VIRGINIA

*The Inn,
Lodge & The
Motor House*

For booklet and information write: William E. Bippus, Mgr. of Hotel Sales, Williamsburg, Virginia, or call N.Y.—PLaza 5-9747; Wash.—FEderal 8-6481; Chicago—MOhawk 4-5100.

NEXT BEST THING TO YOUR OWN ISLAND

ISLANDIA
hotel • restaurant

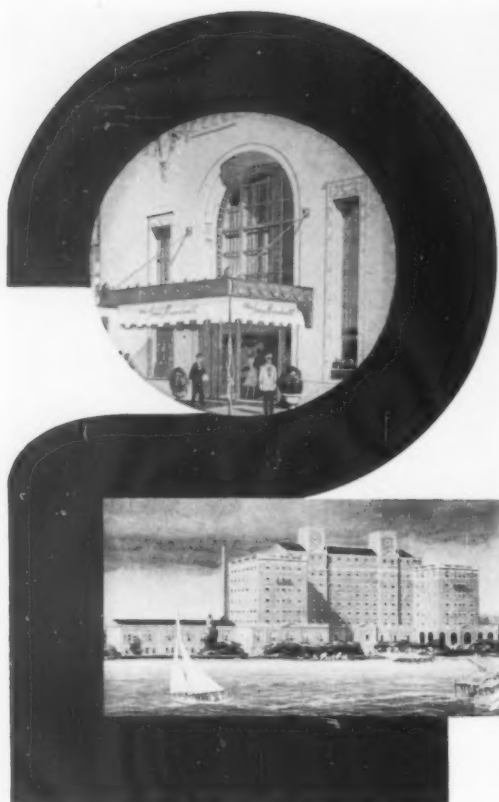
Choose San Diego's newest and finest luxury hotel and restaurant for your next meeting! 120 beautifully-appointed rooms, banquet facilities for 35 to 250. Each room with its own view of dramatic Mission Bay. Free TV and radio, courtesy coffee in every room. Heated pool, pitch and putt golf, shuffleboard. Slippage for 150 boats. Deep sea sportsfishing, boat rentals available on grounds. Two coffee shops, International Restaurant with marine view.

SPECIAL YEAR-ROUND GROUP RATES

For reservations and complete information, write, wire or phone:

**Gene Morgan,
General Manager
Islandia**

1441 Quivira Rd.
San Diego 9, California
ACademy 4-3541
TWX—SD-6266



GOOD WAYS TO ASSURE A SUCCESSFUL CONVENTION

1 HAVE IT AT 2

The John Marshall

Fifth at Franklin
Richmond, Virginia

The John Marshall offers complete convention facilities, luxurious accommodations and downtown convenience. Nine newly redecorated meeting rooms, including the 1000 capacity Virginia Room, are designed to fulfill your every convention requirement.

The Chamberlin

Old Point Comfort
Fort Monroe, Virginia

The Chamberlin is located in an unhurried atmosphere, but only minutes from downtown Newport News, and nearby Norfolk, Williamsburg and Jamestown. Your delegates will enjoy the quiet seclusion of Virginia's largest year round seaside resort hotel. Five meeting rooms, including the 500 capacity Grand Ballroom, provide complete convention facilities.

For information and reservations contact Director of Sales, Dept. SM
Richmond Hotels, Incorporated, Richmond, Va.



Richmond Hotels Incorporated

THE HOTELS THAT HOSPITALITY BUILT

The John Marshall, The William Byrd, The King Carter, The Richmond, Richmond, Va., and The Chamberlin Hotel, Fort Monroe, Va.

Another Service First for the Doric Guest in the West!



**FREE
COURTESY CAR
TRANSPORTATION**

Here's All You Do:

When you make your immediate confirmed reservations at Doric hotels and motor hotels in Los Angeles, Santa Monica and Seattle, arrange to have the Doric Courtesy Car pick you up at an appointed time, and take you directly to your Doric hotel.

For confirmed reservations and pre-arranged Courtesy Car transportation, write to Doric New Washington, Reservation Department, 2nd and Stewart, Seattle, Washington, or see your travel agent.

In The West Depend On Doric

In Los Angeles—Doric Wilshire Motor Hotel

In Santa Monica—Doric Surf Rider Inn

In Seattle—Doric New Washington Hotel • Doric Mayflower Hotel • Doric Waldorf Hotel • Doric 6th Avenue Motor Hotel • Doric Towne Motor Hotel



to all
**Doric Hotels &
Motor Hotels
in Los Angeles,
Santa Monica
and Seattle**

from: Airport, Rail,
Bus and Steamship
Terminals

... I have to think of 50% to 80% of the topics on an annual basis and work out a good deal of the integration myself, but the other members of the committee from time to time have very stimulating ideas on general themes and specific topics."

Direction: During conferences, the problem to keep conferees on the track is critical. A conference coordinator or observer can watch for hidden agendas and tactfully re-state goals. For example, an air pollution committee was attending a meeting, the announced purpose of which was to survey present research methods used by air pollution experts. It appeared that some members of the committee did not subscribe to this purpose and wanted to do something else. While acknowledging the value of the other purposes and actions, the observer steered the conference back on the track by directing attention to the job for which the conference had been called and by re-stating the purpose of the conference.

Leadership: Glen Ethier, administrative assistant, Home Builders Assn. of Greater Seattle, Inc., places performance reliability squarely on conference leadership.

"I accept poor speakers," he says "I accept errors. I accept bad mikes. I accept these things as problems that can happen and cannot always be prevented. But I am furious when a moderator is unable to stop a wayward argument and is unable to get the meeting back on the track in a hurry. It makes me edgy when some members digress or want to talk too long on one pet peeve and the moderator is unable to use the gavel and use it right.

"If two fellows get interested in a subject, you just have to stop them," he continues. "A good moderator keeps the meeting going on schedule. He gets people seated and the meeting starts on time. He controls the meeting. You don't dare give a meeting to a person who can't control it. Everything depends upon the personality of the person in charge. He must be strong enough to prevent members from talking through him or from talking too long or digressing from the subject under discussion."

Program content: Excellence is no accident. Performance reliability of meetings and audience groupings



Honored by great organizations of America...

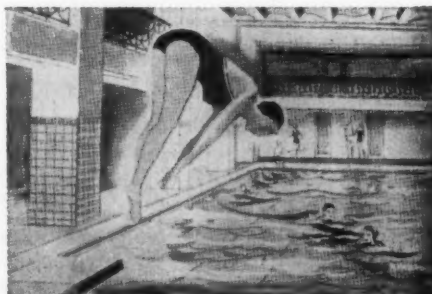
For Service Beyond the Call of Duty

- **Personalized attention:** Your first contact at Henry Hudson becomes your group's very own *aide de camp*, to guide you through your stay at the Henry Hudson, to take care of *everything*.
- **Choice location**—steps from the Coliseum, a short walk to Times Square, Radio City.
- **Complete Facilities** for groups of 10—1,000, with largest banquet-meeting space of any hotel in the Coliseum zone.
- **1200 choice guest rooms:** your group can *stay together* when you hold your function at the Henry Hudson.

HENRY HUDSON HOTEL

COLUMBUS 5-6100
353 West 57th Street,
New York City

Available to our guests: The newest, most modern Vic Tanny's Private Gym and Health Club. Swimming pool, men's and women's gymnasiums, steam rooms, massage facilities all located on premises. For details and special group rates, direct inquiries to: Mr. Frank W. Berkman.



within meetings depend largely upon the personality of the leader, according to Dean C. Barnlund, associate professor, Group Communications, Northwestern University.

Know Group, Leadership

"All group dynamics devices have specific advantages for specific groups. For one group, most efficient method to get information across is to use the straight lecture method. For another group, best way to stim-

ulate ideas is to get a buzz session going. Before recommending any communication device, the conference planner must know what kind of people are in the group and what kind of leadership is available to reach them.

"Person who is leading is more important in determining what device is used than what device is actually used. It is a mistake, for example, to use discussion techniques because someone else has used them or because they are most popular at

the moment. Important thing is to know what the group will respond to. Therefore, a person unfamiliar with the group will not necessarily be the best one to select the communication device."

Speakers: Method used by the Annual Institute on Federal Taxation in its selection of speakers and assignment of topics has improved the quality of lectures and papers by many times, over a period of years, according to John Ervin. "We have found," he says, "that by establishing very high standards and insisting upon them and telling the speakers and writers constantly that we do choose on the basis of these standards and that we do insist upon this type of performance, doing it all in a graceful way, that we have been able to improve the quality of our lectures and papers.

"From our experience, we believe that the most important rule of all is that no one is allowed to read his paper. This is made clear in advance and if participants do read their papers, they are never invited

EDGEWATER GULF HOTEL

(100% Air Conditioned)

EDGEWATER PARK, MISSISSIPPI

On the Gulf of Mexico, Midway between Gulfport and Biloxi



New Convention Hall—Seating 800

CONVENTION facilities include new Convention Hall, the GARDEN ROOM, seating 800 persons, Ballroom seating 400, 12 smaller meeting rooms, and a staff skilled in making you WELCOME in the hospitable and friendly "Deep South" manner.

NAN MEISNER
—Convention Manager
Phone—GULFPORT, MISSISSIPPI
—UN-4-1312

OPEN THE ENTIRE YEAR—700 acre estate of beautifully landscaped gardens with age-old oaks, draped in moss—colorful azaleas—wide lawns. GOLF—OLYMPIC SIZE SWIMMING POOL—SHUFFLEBOARDS—BADMINTON—Playground for children, cabanas for swimming—3000 feet of wide sandy beach on the Gulf of Mexico.



Championship 18 Hole Golf Course

NEW . . . THE HAWAIIAN LOUNGE

The Coast's Newest and Most Unusual Cocktail Lounge

A complete city under one roof . . . spacious . . . all needed equipment . . . plus . . . friendly service found only in the "Deep South" . . . all this and more . . . for your sales meetings and conventions.

PLEASE WRITE DEPT. C for Colorful Brochure and Full Details

REGINALD G. NEFZGER, General Manager

Shawnee Inn

"For Sure"

You can be sure of successful sales meetings, conventions, and golf outings by selecting Shawnee Inn. Conveniently located only two hours from New York or Philadelphia. Capacity (230) invited May, June, September and October. Executive groups up to 100 in July and August.

Call HAmilton 1-1500, ask for Sales Manager, Ed Sweet



SHAWNEE INN

Shawnee-On-Delaware, Pa.

"MEETINGS AND GOLF CAPITOL OF THE EAST" BROCHURES AND RATES ON REQUEST

Nationally represented by Robert F. Warner, Inc.

again, unless they are most superior. Obviously a paper may be read if the speaker is able to communicate to his audience the impression that he is not reading, or if his reading is so superior in terms of pacing, voice projection, modulation, and emphasis that he is able to give the impression of direct communication instead of reading."

Instructions for Speakers

Institute on Federal Taxation gives speakers detailed instructions with examples, and points out that they have three tasks: preparation of an outline; delivery of lecture according to I.F.T. specifications; and preparation of the paper itself. The paper is submitted a day before the institute opens and only notes or outlines go to the podium. As additional advice for institute speakers, the institute recommends Arch M. Cantrall's "Commandments for Speakers and Managers" which appeared originally in American Bar Association Journal, November, 1959.

Annual results for Institute on Fed-

eral Taxation have been gratifying: 27 to 30 technical talks which are lively, vital, and communicative.

Evaluating performance: Associations can improve their meetings by using evaluation devices. One of the most valuable of such opinion scales was developed by Drs. Russell P. Kroppf and Cooley Verner.

The Kroppf-Verner attitude scale has 20 statements that cover a wide range of reactions to the total activity. These go from "It was one of

the most rewarding experiences I have ever had," to "It was a complete waste of time." Half-way mark in the scale is: "It was neither very good nor very poor." Conferees are asked to read all 20 statements before checking those that most accurately reflect their personal judgment. A scoring key gives a median value for each item and the results appear as a measure of success on an 11-point scale.

Felix F. Stumpf, administrator, Continuing Education of the Bar,

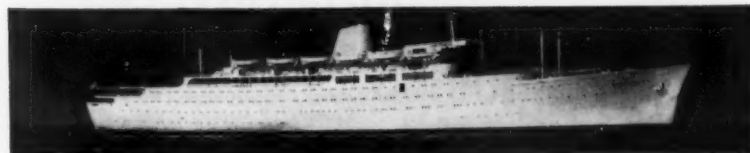
PLAN YOUR NEXT BUSINESS MEETING AFLOAT

A \$20,000,000, 30,029 ton, completely air conditioned, trans-atlantic luxury liner, one of the 10 largest cruise ships afloat. Cruise capacity: 800 persons.



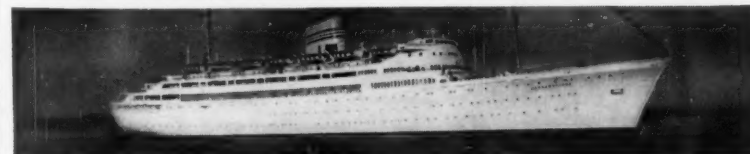
ON A LUXURIOUS TRANS-ATLANTIC LINER

A \$8,750,000, 20,000 ton, completely air conditioned, newest luxury liner afloat. Cruise capacity: 450 persons.



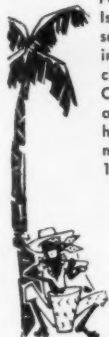
SAILING FROM YOUR NEAREST EAST COAST PORT

A \$10,000,000, 18,750 ton, completely air conditioned, round-the-world cruise ship. Cruise capacity: 550 persons.



3 TO 7 DAYS ALL EXPENSE FARES FROM \$85 UP

Permitting calls at exotic Nassau, Bermuda, Jamaica, Haiti, St. Thomas, Virgin Islands, or San Juan, P. R. Fabulous convention facilities aboard these specially selected cruise ships. For example: 11 convention halls for simultaneous meetings, huge auditorium, theatre, well equipped stages, several orchestras without charge, six meals a day, convention staff to aid you, ship as hotel throughout. Our ships cater to groups from 50 to 1,000 persons. Guaranteed better accommodations and more room because we limit cabin capacity to almost half of normal occupancy. Your convention gets more attendance and gets more done because no one wanders away. Still some bookings open for 1961, it's not too early to book for '62, '63, '64.



World's Largest Planners of Business Meetings Afloat

Caribbean Cruise Lines

Luxury Living Aboard Luxurious Liners

Southern Bldg., Washington 5, D. C. STerling 3-8181

John E. Smith, Jr., President

RAMADA INN ROADSIDE HOTELS

offer a
**New and Complete
CONVENTION
PACKAGE**

12 Months of the Year



**LARGEST
CONVENTION
HEADQUARTERS
IN
PHOENIX
and
TUCSON
ARIZONA**

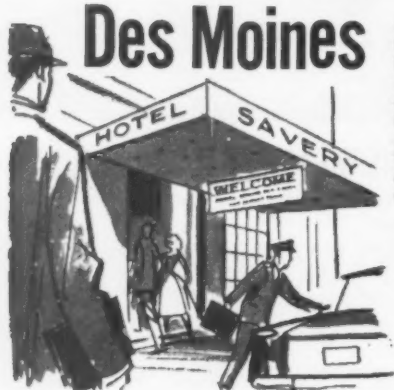
For
Information
Write:

John Lann,
V. Pres.
Conventions
and Sales
P. O. Box #590
Phoenix,
Arizona

CONVENTION CENTER OF MID-AMERICA



Convention favorite of Middle America Hotel Savery in Des Moines



Successful conventions are the pride of the Savery . . . long Iowa's finest, now Iowa's largest hotel • 3 large ballrooms; 11 meeting rooms • Experienced convention staff • Finest Food • Closed-circuit TV • 425 guest rooms; air conditioned; radio and TV in all rooms. • Plenty of adjacent off-street parking • Two blocks to Veterans Auditorium.

**You'll feel at home at the
SAVERY**
... a friendly Boss Hotel

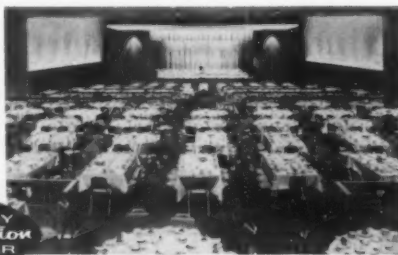
PAUL E. LEFTON
General Manager

3,500 SEATED for meetings, 2,000 for banquets in the enormous new Moody Convention Center. 31,000 sq. ft. exhibit space. Flanked by two fabulous beach resort hotels with a total of 650 guest rooms. Swimming pools. Superb food. All buildings air-conditioned. For brochure, write to Box 59, Galveston, Texas.

the Buccaneer



**MOODY
Convention
CENTER**



**the GALVEZ
& Villa**



Outstanding—*for* Your Kansas City Convention



- 400 "comfortized" air-conditioned rooms—18 suites—free radio and running ice water in every room.
- 2nd Floor expressly designed for your needs—especially equipped conference and dining rooms.
- Main ballroom capacity—Meeting 800—Dining 600—Junior ballroom & Aztec room 250. Closed circuit telecast facilities available. Drum Room & bar featuring famous cuisine and entertainment.
- Ideal location in the heart of Kansas City. 6 min. from Union Station & Municipal Airport. 1 block from Municipal Auditorium. Garage & parking facilities adjacent.

• for illustrated brochure write:
Convention & Catering Dept.

**HOTEL
President**

14th & Baltimore • Kansas City, Mo.

AN *Ideal Setting*
FOR SUCCESSFUL
MEETINGS

THE

**SEAWAY IDLEWILD
HOTEL**

Opposite International Airport

Offering unexcelled facilities
away from city distractions

Meeting Rooms and Banquet
Facilities for 15-150 persons

Free transportation
to and from Idlewild

Consultant to help
plan your meeting

Raised stage, public address
system, blackboard, lectern

Excellent Hotel room accommo-
dations for up to 250 persons

Gracious dining and entertain-
ment nightly in the London Room

FA 2-8700

BELT PARKWAY & VAN WYCK EXPRESSWAY

University of California Extension, Berkeley, has adapted this opinion scale and uses it successfully to check opinions of lawyers who attend C.E.B. lecture series. Stumpf does not use the scoring key but merely lists the number of times each of 20 items is checked. Results of these opinion scales, together with comments by conferees, for past programs are passed on to the lecturers for future programs and have the effect, according to Stumpf, of up-grading performance.

Here is the way one group expressed feelings about a C.E.B. lecture series:

	Scores
1. A waste of time	0
2. Poor	0
3. Not worthwhile	0
4. Taught nothing new	1
5. Just so much talk	0
6. Narrow in scope	0
7. Presented materials haphazardly	5
8. Spent too much time on individual problems	1
9. Too general in nature	1
10. Partly good and partly dull	4
11. Neither good nor bad	0
12. Mostly what I like	6
13. Included some information I could use	16
14. Included the helps I needed	5
15. A helpful experience	23
16. Will help me to accomplish more in my work	19
17. Inspired me to do a better job	8
18. Helped me to gain immensely in my knowledge	6
19. Included exactly what I needed	3
20. An excellent meeting	19

Blue-ribbon meeting: A blue ribbon meeting rates tops in performance in all categories, of course. Associations that hold such conferences have established their own standard meeting specifications to cover a host of functions, facilities and arrangements. How does your association rate with the following?

Convention manual: Air Force Association Aero-Space Panorama has a manual to outline in detail duties of chairmen and committees and to give



an organizational chart and schedule of events.

Registration procedures: "No one stands in line longer than three minutes," reports an executive of the Pacific Coast Electric Assn. "We have 5,000 members and use IBM cards."

Charts for room set-ups: National Automobile Dealers' Assn. uses detailed drawings to explain exactly what goes where.

Head table arrangements: National Sales Executives manage split-second introductions via a "chute" method. Head table guests are assembled in order and introduced as they walk into the meeting room one at a time.

Program cue sheets: California Redwood Assn. detailed 1,000 cues in a script for a day-long audio-visual show to outline minute-by-minute who would do what.

Rehearsal of meeting: United Crusade (San Francisco) wrote a script to illustrate errors made at meetings and followed it with a panel to teach correct techniques.

Distribution of conference papers: International Design Conference at Aspen distributes a book-size compilation of papers, programs and related materials at registration.

None of the above begins to exhaust performance reliability specifications associations have established. Nor does it begin to detail all the quality control inspection procedures association executives use to maintain surveillance throughout the time they plan and program and stage their meetings.

It merely begins to suggest how the "conference commodity" can be improved so that conferees can buy quality-controlled meetings. ♦

ALBERT PICK invites you to consider
THE 450-SEAT BALLROOM
 at the
PICK-FORT HAYES
 COLUMBUS, OHIO
 350 attractive rooms and suites
 Telephone CApiTal 4-8211 • Teletype CL-169

FOR THE

FUN

OF IT . . . PLAN
 YOUR CONVENTION
 ON THE



MISSISSIPPI
GULF

COAST

- 5000 modern beachfront hotel and motel rooms
- Food service for 1100 people
- Meeting rooms for 20 to 2500 people
- Ample space for all types of exhibitions and displays
- Easily reached by plane, train, bus, automobile

For complete convention data — send this coupon to the Chamber of Commerce of one of the Mississippi Gulf Coast cities listed below.

Name

Company

Address

City

State

LONG BEACH •

PASS CHRISTIAN •





PHONE interrupts session. Salesman in audience is asked to come forward to answer phone question.

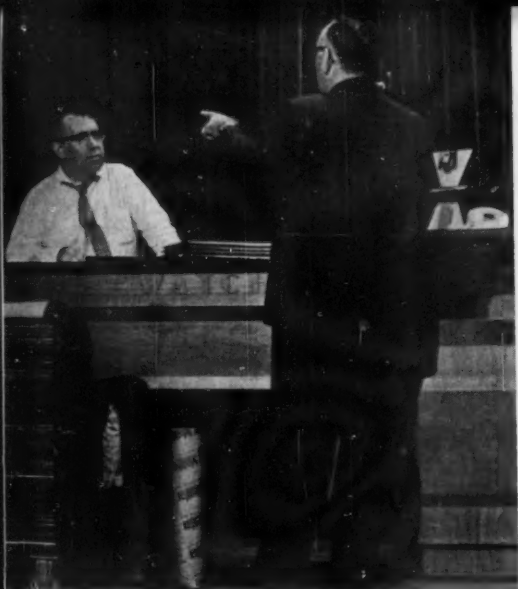


SALES MANAGER assembles electric watch, under supervision of manager, watch manufacturing. Purpose is to show how easy it is.

PROOF ON THE



HAMILTON chorus line is made up of company sales execs. Number proves even the brass has human qualities. They're hams



"ACTORS" pantomime actions while recorded dialogue is played. Men taped lines to avoid fluffs.

Hamilton turns its headquarters upside down to put on a sales conference. Employees become actors and stage hands. Program is packed with funny scripts, but messages are serious. Big objective at conference is to give salesmen . . .

SPOT

YOU HAVE a sparkling new product. It is different from anything on the market. You firmly believe it will set the trend for the industry. But, your new product never gets the share of market you think it deserves.

Because it is complicated, your product cannot be serviced easily. Repairmen shy away from it. (Only a small percentage really know how to service it.) Your salesmen get the repercussions from the field on the service problems.

Now you redesign the product. Engineer its vital parts so that service is simple. Source of troubles is eliminated.

Big Job Is To "Sell" Salesmen

How do you convince salesmen who have had five years of complaints that the redesigned product is "right"—can be the pace setter? How do you get them "sold" and enthused—right on the spot?



EMPLOYEES in dressing room make ready for stage debut. ►



HOLD YOUR NEXT GET-TOGETHER IN FABULOUS, FRIVOLOUS NEW ORLEANS

For a convention-to-end-all-conventions, your surest bet is saucy New Orleans, Queen of the Mississippi, that boasts the best of everything. One of those bests is The Jung, the South's largest convention hotel. 1100 guest rooms, 10 superb meeting rooms, the famous Charcoal Room and Cocktail Lounge. If you want your next convention to be like you've never had before, schedule it at New Orleans' finest,

THE JUNG

Ideally located...

*Nothing comes between
you and the Atlantic*

**FORT LAUDERDALE'S
LARGEST OCEAN FRONT
CONVENTION HOTEL**

new **Galt
Ocean Mile
Hotel**



Complete convention facilities . . . audio-visual aids . . . Meeting rooms for any size group from committee to full convention . . . 250 rooms . . . For brochure and complete details, write Convention Dept., Galt Ocean Mile Hotel, 3200 Galt Ocean Drive, Fort Lauderdale, Fla.

Fred A. Muller, General Manager

SALES MEETINGS/Part II SALES MANAGEMENT

Hamilton Watch Company faced the situation just outlined as it opened its sales conference last month.

Five years ago, Hamilton introduced an electric watch. Company was convinced that the electric watch, first in the industry, would make all other watch movements obsolete one day. Its accuracy and long-life features should capture the public fancy.

Salesmen were enthusiastic about the new electric watch, but not for long. Service of the watch was complicated. Adjustments were critical. Many jewelers couldn't service the watch.

While other companies came out later with electric watches, too, nobody made a real dent in the market. Jewelers weren't buying.

When salesmen arrived at Lancaster, Pa., home office of Hamilton, for their annual sales meeting, they knew nothing of any change in the electric watch. For them, this was to be just another sales conference to see the new line and talk to company executives.

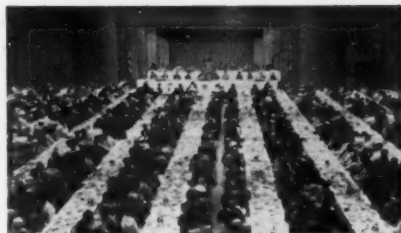
On the morning of the second day of sessions, things were different. Hamilton introduced its redesigned and newly engineered 505 electric watch. The drama and force of the introduction and the way Hamilton proved—on the spot—that its 505 electric was what salesmen could sell, were convincing to even the most cynical man in the room.

Four Months to Plan

Before this high spot on the three-day conference, about four months went into planning of Hamilton's meeting. Few companies put on the kind of conference that has developed at this watch company's plant over the past six years.

When Rufus A. "Steamer" Fulton joined Hamilton in April, 1956, as marketing director, he had definite ideas about sales meetings. "At the time, I told Mr. Sinkler (President Arthur B. Sinkler) that I can't make an inspiration speech, but I can put on a sales conference," Fulton reveals. And every year since he has put on an unusual meeting.

"Everything begins and ends on time," says Fulton. "When I opened the meeting back in 1956, nobody was in the room. Salesmen weren't used to session's starting on time. I talked to the empty room. As salesmen drifted in they were surprised,



Meeting rooms accommodate up to 1500



22 excellent golf courses

Always enjoyable...the year around

Phoenix Convention City of the Southwest



There's Everything Under the Sun to do and see . . . *plus* the finest of accommodations . . . *plus* an experienced Convention Bureau that really helps your meeting to be successful. Finest of facilities in downtown, mid-town or resort locations for large or small groups. European or American plan. We're at your service to help you plan your sales meetings, conferences or conventions.

Convention Bureau

Phoenix Chamber of Commerce

805 North 2nd Street • Phoenix, Arizona

in Arizona's Valley of the Sun

FLEX-SHO

Costs ½ as much as the average exhibit!



With FLEX-SHO you're the boss! It does just what you want!

Functional Accessories Available

- Simple Functional Designs
- Smart Styling • Easy Set Up
- Flexible Panel Arrangements
- Adequate Lighting



Write Milwaukee for Illustrated Brochure

HARTWIG DISPLAYS

Plant #1: 1323 N. Van Buren St.
Milwaukee 2, Wis.
Plant #2: Chicago, Ill.
Sales-Design Offices: New York, Washington, D.C. and Hollywood, Cal.

but got the message. Since then, nobody is late."

Another important element in "Steamer" Fulton's meetings is his dictum: "Nobody is on stage more than five or 10 minutes without something happening!" Something always does. There's nothing dull about a Hamilton meeting. Nobody gets a chance to fidget. The pace is too swift.

For its recent sales conference, Hamilton used a theater theme. Conference was entitled "Two for the

Show." A playbill was printed in theater program style. Site of the meeting was "The Cooliseum Theater." (This was an "inside" joke. In years past, Hamilton's auditorium was stifling hot. For this conference, air conditioning had been installed.)

Hamilton put on a show with company personnel. Only professional talent was a five-piece orchestra. Company executives and office employees had all the parts in the show. Even the theme music and lyrics were written by a company executive. (All

other music-show tunes with new company-written words.) Show director was Arlene Hershey of the public relations staff. Stage manager, projectionists, lighting and sound men, choreographer and makeup artists were all company people.

At the dot nine o'clock, on Monday morning, doors of The Cooliseum opened and within minutes the show was on. Opening number of the show was a chorus of men and women who sang the theme song and did a dance routine. They set the stage for the light comedy bits that were to follow throughout the morning session.

Two lecterns, on either side of the stages, but on ground level, were used by H. S. Tholen, general sales manager for watches, and H. S. Allen, general sales manager for Wallace Silversmiths, Inc. (Hamilton subsidiary.) They wore straw hats and conversed back and forth about putting on a show.

As they talked, a telephone ring interrupted. Tholen answered the telephone. Call was for one of the salesman who was called up to the front of the room in the glare of a



**They'll never want to leave
Florida's most complete convention resort**

Boca Raton HOTEL and CLUB

Boca Raton Hotel and Club is the convention manager's dream, for it provides excellent accommodations for groups up to 700 and is so complete that nobody wants to leave the premises.

MEETING ROOMS of every size, exhibit facilities, huge stage and screen, public-address equipment, projectors, air conditioning, expert convention staff . . . all you need for efficiency and comfort while conducting your business meetings.

CHAMPIONSHIP GOLF — Sam Snead is your winter host pro at our beautiful 18 hole golf course. A pitch 'n putt course is a favorite too, along with our new tennis courts, two olympic swimming pools, Cabana Club and mile-long private beach. Gulf Stream fishing is but minutes away.

SUPREME CUISINE in our beautifully appointed dining rooms, with dancing and entertainment nightly, makes off-premises attractions unattractive by comparison. Limousine pick-up service from Palm Beach, Ft. Lauderdale and Miami airports easily arranged.

For available dates: I. N. Parrish, Convention Manager, Dept. 21

BOCA RATON HOTEL and CLUB • Boca Raton, Florida

Arvida Hotels, Inc.

National Representatives **ROBERT F. WARNER, Inc.**

Offices in New York, Chicago, Washington, Boston, Toronto

OPEN LATE SUMMER

downtown akron's luxury motor hotel



**akron tower
motor inn**

50 W. STATE ST.
AKRON 8, OHIO
PHONE: 762-0451
TELETYPE: AK 84

**GROUPS (10 TO 400)
INVITED YEAR 'ROUND**

**FREE INSIDE PARKING
SWIMMING POOL**

**BEEFEATER RESTAURANT
BAR • COFFEE SHOP**

spotlight that picked him up in the audience as he rose.

The salesman answered the telephone and both ends of the conversation were heard over the PA system. A sultry voiced girl (an employee) told him that she wanted to know if he were paying attention to what was said. She asked a question. When he answered it, he was presented with a gift.

A second telephone interruption bought another salesman to the front and he too received a gift for answering the question. A third call was for a salesman with a question he couldn't answer because the subject hadn't been covered in the proceedings. When he failed to answer, he was given a consolation prize, a dozen golf balls. These interruptions were part of Fulton's policy to have something happen unexpectedly. Thus a 30-minute dialogue between Tholen and Allen was broken.

Each department in the company had a segment of the program. Departments prepared their own material. This is the way Hamilton integrated the program:

A committee of seven executives formed the sales conference committee. Starting in February, they developed the meeting theme and assigned parts. As each department created its presentation, the department submitted its ideas to the committee (which had final say on what was acceptable).

Committee passed on all final scripts. This guaranteed that there was no duplication, particularly of jokes. "I've seen it happen," Fulton confided, "that the same joke was told

three or four times at the same meeting." This results when a good joke passes around the plant quickly and when nobody supervises final scripts to call attention to duplication.

At Hamilton's recent meeting, there was no duplication of anything. Each skit was different. Each script approach was different, but all revolved about the theater theme.

Finance and Marketing Research staged "Snow White and the Seven Dwarfs," complete with Snow White, prince, witch and dwarfs. In this

LOS ANGELES CHECK LIST for Convention, Trade Show and Sales Meeting Planners

☐ **HOTEL SIZE:** The largest hotel West of Chicago, The Biltmore has 1,500 king size modern rooms and suites.

☐ **CONVENTION FACILITIES:** Only the Biltmore offers 99,500 sq. ft. of all new facilities — all under one roof.

☐ **YEAR 'ROUND COMFORT:** Brand new, ultramodern AIR CONDITIONING throughout the hotel. Individual temperature control in every guest room.

☐ **CONFERENCE ROOMS:** The Biltmore offers one entire floor of ten conference rooms, with capacities up to 175 — a total of 7,260 sq. ft.

☐ **MEETING AND BANQUET ROOMS:** Five rooms off the Galeria lobby (on same level) total 25,000 sq. ft. In addition, the beautiful and all new Biltmore Bowl and Rex Room each are 16,500 sq. ft.

☐ **DISPLAY ROOMS:** A complete floor of 111 display rooms totals 40,000 sq. ft.

☐ **MODERN CONVENIENCE:** A multi-million dollar modernization program is nearly complete. By the end of 1961 every room will be new. Newly installed high speed elevators cut maximum waiting time to 39 seconds under peak loads, with 30 second average.

☐ **AUTOMOBILE PARKING:** Inside parking for 4,000 cars surrounds the Biltmore block.

☐ **TRANSPORTATION FACILITIES:** The Biltmore Hotel is the downtown terminal for all airlines, a few minutes from rail and bus terminals.

☐ **CONVENIENT LOCATION:** The Biltmore is located right in the heart of downtown Los Angeles' activity.

☐ **DINING AND ENTERTAINMENT:** Three dining rooms and three cocktail lounges in the hotel. Dancing from noon 'til midnight in the famous Rendezvous Room... and scores of theaters, clubs and restaurants within walking distance of the hotel.

CALL OR WIRE COLLECT: Madison 4-1011 • Los Angeles 13, Calif.

Edward S. Bernard, V.P. & Managing Director
Ben P. Gould, Director, Sales and Advertising

REPRESENTATIVES

Glen Fawcett Incorporated serving:
San Francisco Yukon 2-6905
Seattle Mutual 2-1981
Portland Commerce 9899
Vancouver, B.C. ZEnith 6420

Leonard Hicks, Jr. and Associates serving:
Chicago MOhawk 4-5100
Detroit WOODward 2-2700
Miami PLaza 4-1667
New York Murray Hill 8-0123
Washington, D.C. FEderal 8-6481

Affiliated with Hotel Adolphus, Dallas, Texas; Emerald Beach Hotel, Nassau, B.I.



TOLEDO, OHIO COMMODORE PERRY and adjoining SECOR HOTEL Outstanding CONVENTION CENTER

- ★ 800 GUEST ROOMS & SUITES
ALL WITH TV, MOST AIR
CONDITIONED
- ★ 23 AIR CONDITIONED
MEETING ROOMS
- ★ FREE PARKING
- ★ 1200 ADDITIONAL DOWNTOWN
ROOMS
- ★ ARENA AND EXHIBIT HALL
- ★ EXPERIENCED GROUP STAFF

Send for
Complete Brochure

Henry B. Williams
Vice President & General Manager

John P. Martin
Sales Manager

PHONE:
CHerry 4-2841

TELETYPE
TO 644



COMPLETELY AIR CONDITIONED



Offices: New York, MURRAY HILL 8-0123; Chicago, MOHAWK 4-5100; Detroit, WOODWARD 2-2700; Washington, D. C., FEDERAL 8-6481; Miami, PLAZA 4-1667; Atlanta, JACKSON 4-3486; Los Angeles, DUNKIRK 8-1151; San Francisco, EXBROOK 7-2717; Toronto, Ont., EMPIRE 3-1648.

WHY SKYTOP?

For executive meetings and top management groups Skytop Club, in the nearby Pocono Mountains, is the undisputed leader. This scenic 5500-acre estate provides complete isolation and every physical attribute for group meetings—10 to 300.



- ★ Private club atmosphere, distinguished service
- ★ Excellent meeting rooms, equipped with all professional requirements
- ★ Easily accessible (only 100 mi. from N. Y. and Phila.)—Served nationally by leading railroads and 5 airlines

- ★ Outstanding cuisine—private dining rooms
- ★ Superb facilities for relaxation and recreation, including 18 hole championship golf course
- ★ Beautifully appointed accommodations

Write for Conference Booklet and complete details

SKYTOP CLUB Secluded in the Poconos
BOX 30, SKYTOP, PENNA. • Wm. W. Malleon, Jr., Gen. Mgr.

Phone: Area Code 717-LYndhurst 5-7401



In every sense . . . **ERIE'S FINEST!**
Air Conditioning - Television - Radio

If your convention attendance is diminishing—Consider Erie's PLUS factors for creating NEW interest. Seven miles of sand beaches, Amusement Park, Outdoor Theater Plays, Fishing, Lake Cruises, golfing, bowling—Mixed with 4000 rooms, banquet facilities to 2500 and our sincere desire to serve you—will lend the new look, guaranteeing a successful and pleasant convention.

Complete Convention Facilities Phone GLEndale 6-8871

THE "NEW" LAWRENCE

sequence, the dwarfs were salesmen. They came on stage with bags of orders slung over their shoulders. They dumped their bags into a large machine, "Profit Computer," which registered a big profit.

However, the witch came on stage and insisted that the dwarfs include the costs involved to make the sales. When the dwarfs tossed in the bag of costs, the machine registered a big loss. A card popped out of the machine to explain the loss and a "Maggie's draws" red-flannel-underwear flag waved from the top of the machine.

The prince arrived on a charger (stage horse with two employees inside) to help Snow White and the dwarfs cut down costs so that profits could be shown in sales. He pointed out all the ways salesmen adds to cost. Dwarfs admitted: "Didn't spend enough time in the most profitable area of my territory;" "Some accounts I forgot to call on;" Still selling too many low-margin items."

Lampoon Everything

Skit followed skit. Scripts lampooned everything — the company, management, products. In "A Typical Day at the Office" sequence, one executive says: "How much truth is there to the rumor we're going to make a Wallace watch?" "The way I hear it," says another actor, "It's going to be an electric with rechargeable battery. You know, plug it into the electric blanket every night."

Nothing was sacred. Handling of sales data by computer was derided. Forecasting data (darts thrown at board with an assortment of answers) was mocked.

While broad humor spiced presentations, messages were not lost on the salesmen. Important points were spotted to emphasize company aims, marketing strategy and sales force weaknesses.

"If a skit doesn't get a message across," Fulton points out, "it's not worth doing."

Hamilton people take their work seriously, but not themselves. This is reflected throughout the meeting. Even President Sinkler's short talk was larded with humor, but made serious points. Company seems to reflect Sinkler's willingness to tell jokes on himself.

After the first morning session in which over 100 attended, conference was broken down into product divi-

sions. Watch salesmen met in the afternoon in the auditorium while silverware salesmen met in the board room. Stainless steel salesmen, Canadian salesmen and other small sales forces each had their own meetings.

Meeting High Spot

High spot for the watch salesmen was on Tuesday morning when the new 505 electric watch was presented. This is the way it was done:

An industrial TV camera was mounted over a workbench on stage. Ten console TV sets were placed around the auditorium. On top of each TV set was a sign: "Salesmen Only." Seats were arranged around the TV sets.

As salesmen entered the auditorium, they saw a cartoon character on the screen. (This was used to properly focus sets on the closed-circuit system.)

Then came the big announcement. Hamilton had a new electric watch that was so easy to service, anyone in the room could do it. For proof, the sales manager for watches, Donald I. Blank was called to the stage to put an electric watch together from scratch. He didn't know he was to do it. It came as a complete surprise.

Before he sat down at the bench, the challenge was thrown to the audience to speak up if anyone felt that there was some prearrangement on the selection of Blank. Salesmen were coaxed to take up the challenge. (If a salesman would have spoken up, he would have been called onto the stage to put the watch together.)

Little Risk in Proof

Actually, Hamilton had little risk in this presentation. All salesmen (as well as executives) are required upon joining the company to learn how to put a watch together. (It takes three days of schooling.) Hamilton was making the point with its TV demonstration that even with this modicum of skill (learned years back for most in the room), the new electric was so simple to service that they could assemble one—and in about 20 minutes!

A large clock faced the audience as Blank sat down to put the 505 together. (He was made to swear on a bible to his not being a rigged performer.) He was instructed by Robert Frey, manager, watch manufacturing. Frey wore a neck mike so that the audience could hear his instructions.

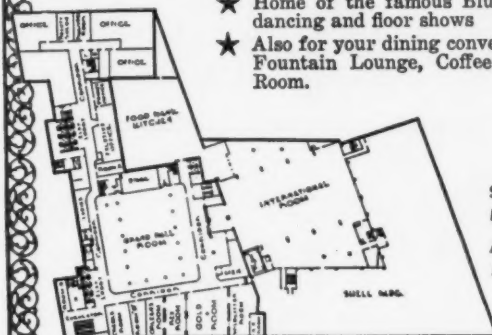
*In New Orleans—
America's Most Interesting City*
your convention business
is a pleasure at the

ROOSEVELT

100% AIR-CONDITIONED THE YEAR 'ROUND



- ★ 14 comfortable meeting rooms, seating 25 to 2,250 persons
- ★ The center of business, civic and social activities in New Orleans
- ★ Home of the famous Blue Room for dining and dancing and floor shows
- ★ Also for your dining convenience The Coffee Shop, Fountain Lounge, Coffee House and Plantation Room.



SEYMOUR WEISS
President and Managing Director
A. C. BELLANDE
Manager



YOUR group will enjoy
22 acres of pleasure at
PIER 66 MOTOR
HOTEL
FORT LAUDERDALE, FLA.



Luxuriously furnished hotel rooms, suites. Beautiful Venetian Room seating up to 250 for meetings. All equipment furnished.

- 9-HOLE PAR 3 GOLF COURSE ON GROUNDS
- 5 COCKTAIL LOUNGES • 2 POOLS
- 4 DINING ROOMS • YACHT RENTALS FOR CRUISING, FISHING



DAN SHAW, Sales Mgr., backed by a qualified staff, is on hand day and night to attend to all your requirements. For help in planning your next meeting, wire, or write Dan at Pier 66. Phone JACKSON 4-0561.

17th St. Causeway - Fort Lauderdale, Florida



**You MEET
with SUCCESS**

... when you choose a MASTER HOST
Motor Hotel for your conventions or sales
conferences. Check the Master Host
in your area. You'll discover a new concept
in convention catering... fine, modern
facilities plus extra resort pleasures.

*Choose Wisely...
Choose a Master Host*

For complete information about Master Hosts in your area,
write International Business Office, Rowan Bldg.,
6000 Camp Bowie Blvd., Fort Worth 16, Texas

*"book" your next
meeting
at the*

Americana

where you'll find atmosphere,
weather, service, food
and facilities that are
un-MATCHED IN ALL
THE WORLD!

THE HOTEL OF THE AMERICAS
Americana
UNSURPASSED IN THE AMERICAS
UNSURPASSED IN THE CONVENTION WORLD

CHARLES T. CRADDOCK / Vice Pres. & Managing Dir.
OCEANFRONT AT 98th ST. / BAL HARBOUR MIAMI BEACH / Ph. UN 5-7511 / A TISCH HOTEL



The Chantecler *the complete hotel for conventions, meetings;*
45 miles north of Montreal in the Laurentians

Plan a successful event in this unique lake-and-
mountain area where Canada's premier year-round
resort offers every service and facility.
Accommodates up to 225 people • variety of
large and small meeting rooms with necessary
equipment • banquet facilities • outstanding

French cuisine • delightful atmosphere in pic-
turesque French-Canadian setting • reasonable
American Plan rates • all sports in season plus
indoor heated saltwater pool. For folder, write
to S. M. Powell, Chantecler, Ste. Adele, P. Q.,
Canada.

MEMBER HOTEL SALES MANAGEMENT ASSOCIATION

SKETCH PORTRAITS



16" x 20" black-and-white Conté crayon on
grey or buff illustration board. Unframed,
\$50. Framed under glareless glass, \$75.
Prices include packing & shipping. Satis-
faction guaranteed. Send 5" x 7" or 8" x
10" photo.

ELDON FRYE

Box 475, Del Mar, Calif.

*in Washington,
only the best
meetings
take place at*



Executive House

Newest, finest downtown hotel.
Creative design makes a perfect
setting for your conference.

Meeting rooms accommodate up
to 200. Drive-in parking. Fine
restaurant, bar, coffee shop. And
a very handy location!

For details, write or call
Jos. P. McGovern, General
Manager. AD 2-7000. Or
contact Utell Intl., 160
Cent. Pk. So., N. Y. 19.





MIXED CHORUS opens "Two for the Show." Henry S. Allen, general sales manager, Wallace Silversmiths, wrote both lyrics and music for number.

The audience saw the watch parts and Blanks' finger tips as he worked on the watch. Fingertips on a 21-inch screen are mighty large, and every nervous twitch was apparent. As salesmen watched Blank's fingers and the big clock, a tenseness filled the room. This built up as the seconds and minutes passed swiftly.

Blank completed the watch assembly in 22 minutes after many harrowing moments as parts slipped out of position because of his nervousness. After 22 minutes, when he finally slipped the energy cell into place, the watch began to run to the sound of cheers from the audience.

Frey immediately put the watch on a test machine and then confided to the group that the assembly wasn't perfect. Blank hadn't done a job that could pass factory standards. However, it didn't dull the message: If you knew how to assemble any watch, you could service the new 505 electric. This was the big news for the salesmen.

Hamilton staged this test simply.

RCA's local plant supplied a technician and TV camera. Extra spotlights were rented. The entire set was arranged during the night before the session started at 8 a.m. (Aside from the first day, all Hamilton sessions start early.)

Also geared to a show theme, Public Relations Department told its story via magic tricks. James Weidman III, pr manager, came on stage in formal attire with painted mustache and beard in the best magician tradition. A scream pierced the room as an attractive blonde was hustled down the aisle by two pr men. Screaming, she was dragged on stage and her neck put under a guillotine which had just chopped a carrot in two. Of course, the guillotine was pushed down on her neck and she emerged unscathed.

With this illusion Jim Weidman launched into the facts of pr which "are not illusions." He divulged the plan whereby teams of company executives will tour the country in August to meet with groups of deal-



"OUR DEPARTMENT" skit is take-off on Broadway musical "Our Town."

DELLWOOD Conference Campus ALONG THE HUDSON



Here, in one of New York State's most beautiful sylvan settings, is a quadrangle of comfort and convenience with both perfect atmosphere and complete facilities for your next conference of 10 to 100.



Your choice of several meeting rooms in several buildings to meet your special requirements and assure privacy. And, at your service a staff that knows how to help make meetings, conferences and seminars successful.



- * Country estate size guest rooms
- * Gourmet quality food and drink
- * Charming cocktail lounge
- * Outstanding 18 hole golf course
- * Beautiful Olympic pool
- * 3 Fast clay Tennis Courts
- * Direct telephone wire to Manhattan
- * Complete hotel-resort services

**ONLY 45 MINUTES
FROM MID-MANHATTAN**

Convenient via New York Thruway,
Palisades Parkway and
Public Transportation.
(10 minutes from Exit 13)

Interested?

Just write or call for illustrated brochures, rates and availabilities. Or, better yet, call to arrange a tour of inspection.

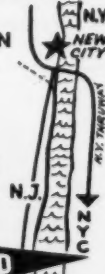
DELLWOOD Country Club

NEW CITY, N. Y.

Telephone: New City — 4-4626

New York — LOrraine 2-7575

JOHN E. STRAUB, General Manager





EVERYTHING WONDERFUL ABOUT A CONVENTION IN JAMAICA IS MORE SO AT THE ARAWAK

Beautiful, charming, designed for complete relaxation, yes—but The Arawak knows how to get down to business, too. Its superb guest accommodations and perfect location in mid-Northshore Jamaica at Ocho Rios are matched only by its remarkably complete convention facilities and its staff of experienced, competent convention experts. 7 different meeting rooms for groups of 10 to 600. Complete equipment and special facilities, including: audio, display shop, lecterns, lighting equipment, projectors, screens, sign shop, etc.

PLUS THE FAMOUS ARAWAK GUEST FACILITIES:

- Air-conditioned
- Gourmet Meals • Limbo Supper Club
- Cocktail Lounge • Pitch'n Putt Golf
- Olympic Swimming Pool
- Tennis Courts

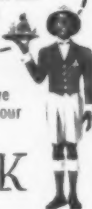


ARAWAK P. O., JAMAICA, W.I.

Write to General Manager or
Leonard Hicks, Jr., Inc.

New York • Chicago • Miami • Detroit
Washington, D.C. • Atlanta • Toronto

Immediate
comprehensive
response to your
inquiry



IT'S WIDE OPEN

TO BETTER CONVENTIONS MORE STIMULATING MEETINGS

the GOLDEN GATE HOTEL

• MEETING SPACE

Our new Convention Hall is designed to accommodate groups of 10 to 1600. Nine meetings can be held simultaneously.

Fully equipped with every modern convention facility.

• PERSONALIZED SERVICE

Our staff includes convention experts, public relations men, secretaries, photographers, with round-the-clock service.

• ACCOMMODATIONS

Largest resort in the world!

500 luxurious rooms, all air conditioned, including hotel, motel, apartments and villas.

Huge private beach, 2 pools, tennis, dancing and entertainment

For full details and convention brochure, write

Robert H. Pinker, General Manager

20 acres on the Ocean at 194th St.
MIAMI BEACH 54, FLORIDA



ers to present personally the 505 electric watch story. Top execs, including the president, will make the whirlwind tour. 20 cities in one week.

To introduce Allan Zachary of Zachary, Liss and Front, Inc., New York City, Hamilton's pr counsel, Weidman used another trick: an electric light bulb that wouldn't go on. Zachary came out of the audience to see if he could make the bulb in the lamp work. He unscrewed the bulb and it lit in his hand. Thus he was in the spotlight and ready to explain a survey done to ascertain Hamilton's image among jewelers and the public.

A unique feature of Hamilton sales conferences are salesmen visits to executive offices. A schedule is set up so that small groups of salesmen visit for 30 minutes with top executives. For instance, "Steamer" Fulton, v-p, had 14 groups of salesmen visit with him. Each group gets some salient points that Fulton wants salesmen to remember. The visit is the opportunity for salesmen to question everything they have heard at the conference and to bring up their problems. It also allows the executive to ferret out any misunderstanding.

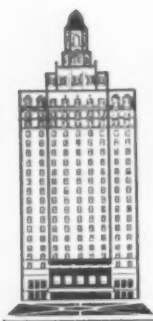
Each group has a leader whose job it is to keep the group on schedule. As soon as the 30 minutes are up, the leader must get his group out of one office and into another.

Offices in Turmoil

Sales conferences turn the Hamilton offices upside down for weeks. Almost everyone is concerned in some way. Many are performers. Many operate behind the scenes. Many are involved with plans.

While it might seem a great waste of time to use so many employees, Hamilton doesn't think so. Because of all the work, everything proceeds like clockwork (which is not out of character at a watch factory.) "Nothing impresses people more than to see things done well," says Fulton. And he wants his conferences to impress the sales force.

Another big plus for the way Hamilton plans and operates its conferences is the opportunity it affords to dredge up unknown talents in the company. "We've developed many new executives through sales conferences," Fulton reveals, "Without their work on conference plans, it might have taken years to discover the talents of some of our people. Maybe



PARTICULAR ? ... choose the CLARIDGE

Conveniently accessible—no transportation problems
17,000 sq. ft. of convention space, served by heavy-duty elevator
Seventeen air-conditioned meeting rooms for groups 25 to 950
Audio and visual aid equipment available
Experienced sales staff at your service.

Unexcelled ocean-front, mid-Atlantic City location

400 spacious rooms, each with fresh and sea water bath and shower, 21" TV
Sky-high roof lounge • Sun decks and health baths
Superb cuisine—smart restaurants on the Ocean Front.
Cocktail and supper dancing—famed Mayfair Lounge.
Atlantic City 345-1271 (area code 609)



George B. Bruni, Vice President & General Manager; Ada Taylor, Director of Sales



SKIT is part of finance and marketing research portion of program. "Dwarfs" dance before "profit computer," put in their bags of sales, bags of costs.

we'd never discover them."

The way employees handle assignments and the creativity they bring to their conference jobs becomes immediately apparent to Fulton who keeps his eyes peeled for new executive talent. Many have gone up the executive ladder via conference work which brought out talents not used in regular duties.

Wives of salesmen are not forgotten in the mad rush to produce a full-scale conference. Fulton writes a letter to each of the wives and this year sent a gift to each, a punch bowl set. The gifts arrived while husbands were at the conference.

An outsider is impressed by the details that go into Hamilton's conference. To stress the show theme, large posters of current Broadway hits were plastered on all meeting-room walls and auditorium. (Through devious routes—ad agency know-how—a huge supply of the colorful posters

were imported from New York.) Spotlights were used in even the smallest room when new products were unveiled.

Intercom for Director

To keep the voluminous cues for stage hands, actors, musicians and projectionists straight, the director used an intercommunications system. (Phone equipment borrowed from Bell Telephone connected director with stage, band leader and projectionist for slides.)

What happens at a conference doesn't evaporate when Hamilton salesmen return home. Soon after the meeting, each salesman receives a binder filled with all the material he heard and saw at sessions. Everything of value is included in the book which the company hopes is used to reinforce ideas planted at the conference.

**We'd
like
to tell
you
why**



Metropolitan **MIAMI** is the
Magic City for Conventions

Write to CONVENTION BUREAU
320 N.E. 5th St.
Miami, Florida Dept. SM-A

BRING YOUR CONVENTION

to colorful, glamorous

COLONIAL INN



Conventions are always a huge success at Colonial Inn — and wives just love every minute here! This fabulous year-round resort motel is ideally designed for large or small fun-loving groups. Spacious meeting quarters, fully air-conditioned, Olympic pool, surf and sun bathing. You'll never forget our luxurious atmosphere, sports - and - fun thrills, food that's out of this world — in this "Riviera" of the sunny Gulf Coast. Nightly entertainment by the world's greatest stars.

Remember: Lavish rooms with bath, meeting and banquet rooms accommodate 25 to 1100. Closed circuit TV, shuffleboard, golf, tennis, water-skiing, boat cruises, fishing. Come and bring your Committee—as our guests—to look over our exceptional facilities.

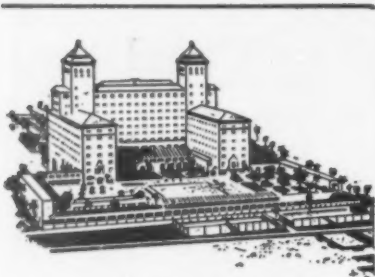
Send for free full-color brochure which gives you the whole story.

Stephen E. Sichel, Mgr.

COLONIAL INN

6300-E Gulf Blvd.

St. Petersburg Beach, Florida



Now More than Ever— A CONVENTION CITY UNDER ONE ROOF

Thanks to a half million dollar program of reconstruction and refurbishing, the ever-popular Palm Beach Biltmore now becomes the nation's most suitable and enjoyable meeting site.

Among the innovations are:

1. A great new Convention Hall with a seating capacity of 1,000.
2. A sparkling new main Dining Room.
3. A modern Coffee Shop.
4. An intimate Bar and Cocktail Lounge.

Add to this the matchless attributes of the Palm Beach area... a complete, self-contained "Convention Center" with every modern facility and equipment... personal attention to every detail of planning and execution... quick, easy access to Palm Beach's renowned diversions and shopping areas... and it's evident why it is in your best interests to hold your next meeting at the Palm Beach Biltmore... at rates lower than you'll pay at sites with fewer advantages.

For rates and availabilities call the Sales Department of any HCA Hotel below, or write directly to Bob Golbach, Assistant General Manager.

PALM BEACH <i>Biltmore</i>	
HOTEL CORPORATION OF AMERICA	
New York	The Plaza
New York	Hotel Roosevelt
Washington	The Mayflower
Chicago	Edgewater Beach Hotel
Boston	Hotel Kenmore
New Orleans	The Royal Orleans
Palm Beach	Palm Beach Biltmore
Quito, Ecuador, S.A.	Hotel Quito
London, England	The Carlton Tower
San Juan, Puerto Rico ..	El Miramar Charterhouse
GLEN W. FAWCETT ASSOCIATES	
Dallas	211 Evray Street
Los Angeles	510 West Sixth Street
San Francisco	1029 Russ Building
Seattle	726 Joseph Vance Building

Don't Open with A Chorus Line!

Director for closed-circuit TV bans dancing girls as opener for business session. Audience must have a felling of participation with what's on big TV screen, not be keyhole peeper.

CAN YOU PICTURE the tired businessman sitting down to a show and objecting because the curtain rises on a line of beautiful dancing girls?

According to Robert F. White, who directs closed-circuit telecasts for business, it's bad form to kick off a company show with a chorus line.

White, a young man of 34, speaks with the authority of one who knows the television potentials of both dancing girls and businessmen intimately. In his versatile career he has directed such diverse talents as Sid Caesar and Tom Watson, Jr., such widely varied productions as "The Goldbergs" and an IBM stockholders meeting. He is one of the early fair-haired directors of TV with his credit of "Captain Video" for DuMont.

Today he is more likely to stage a national dealer-executive meeting for Ford on closed-circuit—or an art auction, medical orientation meeting, or political rally. As program director of Theatre Network Television, Inc. (TNT), pioneer firm in closed-circuit TV, a job he assumed three years ago, he has guided hundreds of America's "top banana" business executives over the hurdle of appearing before thousands of company personnel on larger-than-life screens.

White is at home with the business show spectacular as he was with the show business spectacular. One day he directed 37 stars in one TV show. The stars were top IBM executives; the show an IBM kickoff sales meeting that went out over a network of 80 cities—largest business session ever held.

As his new leading players, the captains of industry have replaced such glamour figures as Judy Holliday, Yvonne De Carlo, Arlene Francis, Janet Blair. Bob White has found that although the corporate star may not exude the magic of his show business counterpart, from the point of view of reality—of "all the world's a stage"—the industrialist holds his attention with equal intensity.

For one thing, business men rate surprisingly well as actors. "Some have an outgoing quality, some are quiet," White says, "but all are in-

involved in the drama of what they're doing—which is the first rule for any good actor."

With assistance of other TNT staff members. White's first step to shape a program is to "soak up the background of the company and its people." Next step is to find a format for the show, which may vary from a single speaker to an entire musical comedy spectacular. For White the word "show", used to describe business sessions, is something of a misnomer. "They're meetings," he says, "and as such the audience must have a feeling of participation. In home TV the audience is looking through a keyhole. At business sessions most of what happens is addressed directly to the viewer."

That's why he objects to the socko chorus-line opening. It's decorative—but less than the personal approach. This would consist of a very large close-up of a well-known company figure who looks directly at his audience and greets it with a "Good afternoon, out there, how are things in Des Moines?"—or wherever he happens to be addressing his words.

Big problem posed by a business closed-circuit telecast, White says, is how to keep the viewer's attention in a more or less continuous commercial. Business sessions are more difficult to program than home TV because "you have to be much more conservative in use of time. The audience doesn't want to be just entertained. You can't waste its time."

For that reason White and his staff attempt to integrate everything—even a dance number or a song—into the company's message. "Everything must forward the plot," he points out. "Only time we didn't stick to this rule was during the telecast for G.E. with Gisele MacKenzie. We knew they'd be awfully sore if she didn't sing a popular song—so we let her do it."

White is constantly gratified by the way businessmen respond to his efforts at reducing complex company policy and aims into simple message form. He has, in fact, had five executive jobs offered him. "Anyone who can straighten out this mess," he is told gratefully, "can work for me." ♦



**AN HOUR HERE
HAS ONLY
60 MINUTES IN IT**

At Western Hotels the chairs, like the accommodations, say welcome. That's why when you sit down to business you can count on comfort. It's another detail of **VSP** Service—23 better ways to make every guest feel like a **Very Special Person**—a service your organization deserves. With it all: Rooms to sprawl in, rooms to sit tall in, the finest foods and beverages, the greatest array of meeting facilities, the swiftest Hoteletype reservation service and the best hotels in the West. Send for our Western Hotel facilities and location folder. Write us at the Olympic Western Hotel, Seattle, Washington.

Very Special Person Service—only at

Western  Hotels
INCORPORATED

S. W. THURSTON, Chairman of the Board • EXECUTIVE OFFICES: OLYMPIC WESTERN HOTEL, Seattle

PACIFIC DIVISION

VANCOUVER, CANADA: Georgia,
The Bayshore Inn
SEATTLE: Olympic, Benjamin Franklin,
Roosevelt
TACOMA: Winthrop
PORTLAND: Multnomah, Benson
SAN FRANCISCO: St. Francis,
Sir Francis Drake, Maurice
PALM SPRINGS: Oasis
ALASKA: Anchorage-Westward

INLAND DIVISION

DENVER: Cosmopolitan
SPOKANE: Davenport
BILLINGS: Northern
BUTTE: Finlen Hotel and Motor Inn
GREAT FALLS: Rainbow
BOISE: Boise, Owyhee Motor Hotel
POCATELLO: Bannock
WALLA WALLA: Marcus Whitman
WENATCHEE: Cascadian
BELLINGHAM: Leopold Hotel and Motor Inn

INTERNATIONAL DIVISION

MEXICO: Mexico City: Hotel Alameda (open 1961)
GUATEMALA: Guatemala City: Guatemala-Biltmore
JAPAN: Tokyo: Kokusai Kanko Hotel,
Chinzan-so Garden Restaurant
Hakone: Hotel Kowakien
Kyoto: Kyoto International Hotel
(Open 1961)
Osaka: Taiko-en Garden Restaurant





Mailman Delivers Goodyear Meetings

Packaged kits sent to dealers who stage sessions for their own salesmen. Kits include complete instructions—scripts, props and visuals. Dealers pay less than cost for all training aids.

FOUR TIMES a year, the postman walks into Walter Stillwell's store, a dealer for Goodyear Tire & Rubber Co., and says, "Here's your Goodyear meeting kit again, Mr. Stillwell." This scene is repeated all over the U. S. — whenever Goodyear mails its latest "package" meeting kit.

Number of "package" meetings the company has produced to date totals 72. These meeting kits represent a

permanent investment on the dealer's part because they can be used over again. Dealers who purchased "package" meetings, at a price which represents a cash loss to Goodyear, have built meeting "libraries."

"Package" meetings are Goodyear's way of handing to a dealer the means to train his salesmen at a modest investment. Nor need the dealer be a trained instructor to pull off an effec-

tive sales training meeting. All he has to do is follow the instructions and script.

Value for Investment

Kits include such items as printed scripts, long play records, flannel board aids, cartoon-type flip charts, pocket reminder cards and quizzes. One thing that puts these kits ahead is that dealers receive value for their initial four-dollar investment.

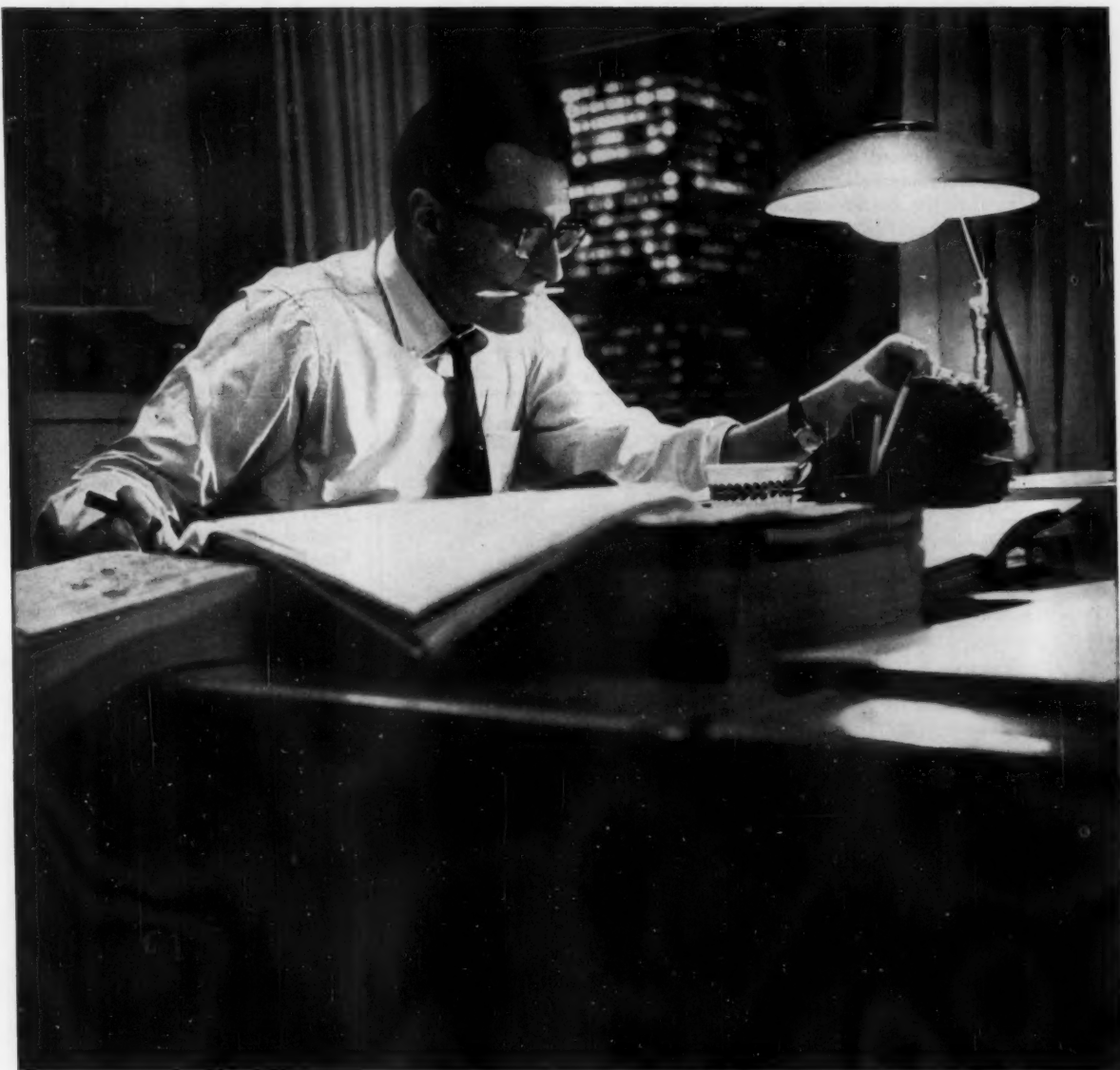
To better understand how these package meetings work, let's explore the contents of one parcel, typical of those offered four times a year. Meeting number 68, "Superior Performance for Today's Cars," first contains a combination instruction and script booklet. Booklet explains what is supplied in the kit and what the dealer must supply himself. Additional props the dealer must supply include: 3 x 4-ft. visual fact board to attach flip charts, 33-1/3 r.p.m. record player, portable lectern on which to place the meeting booklet, and pencils for filling out the pocket reminder card handed each man before meeting. Following the instructions in the booklet is the meeting script.

Three-Part Script

Each page of the script has three basic divisions. On the left hand side of the page are thick arrows which contain words to indicate what visual is to be at this specific point in the script. In the center of the page is the script that meeting leader reads. To the right is an illustration of the visual to be used. In this way the chance of human error is reduced.

In meeting 68 the visual aid is a flip chart, with each page stapled in the proper sequence. At various points along the script there are instructions spotted with a big arrow which contains the word "action." Instructions tell the meeting leader what he should do, such as point to the flip chart or other pantomime action to help give more effectiveness to the meeting.

In the same "package" is meeting 69, "Service That Counts." Principal visual in this meeting kit are flannel board signs. To help explain the meaning behind each visual is a recording of a Goodyear training man. He actually takes the dealer salesmen through mock selling situations to explain how to use product informa-



Need help in planning your company meeting?

Quick as you can say American, you'll find help in many different ways—whether you're planning a large group meeting or a small one, in a major city or resort area.

We'll help you select the site. We'll plan passenger itineraries, make reservations and arrange and handle ticketing. We'll give special attention to group travel. And if you have other problems, please ask.

American serves all these major cities with 707 Jet Flagships or Turbine-Powered Electras—Boston, Chicago, Dallas, Detroit, Los Angeles, New York, Philadelphia, Washington, St. Louis, San Francisco. We serve many popular resort areas, too.

For further details, just write to: Mr. Frank Svoboda, Manager of Convention Sales, American Airlines, Inc., 100 Park Ave., New York 17, N. Y. Or contact your local American Airlines office.

AMERICAN AIRLINES

*Service mark of American Airlines, Inc.

COMING IN 1961—THE ASTROJETS—JET AGE: STAGE II

tion more effectively. Record delivers a good amount of practical sales psychology. During this portion of the record, two men (in the recording) go through typical sales situations. However, the entire record is not played at once. Record is divided into what the recording industry calls "bands," so that the leader can see where to start and stop for a particular part of the script. Text of record is reproduced in the meeting booklet, so the leader can follow along and not be staggered with a surprise — the end.

Flannel board visuals are used in the bonus meeting, number 70, "Off the Job Safety." (Package kits usually include two meetings, but occasionally a third is thrown in free.) In the safety meeting a quiz is provided for dealer salesmen. Questions are designed to cover major points given in the meeting text. In addition, each salesman is given a pocket card check list on what first aid supplies he should have handy.

Cost to the company to produce a package is between \$9 and \$10. In turn, it sells the meeting package to

its dealers for \$4. An additional charge of \$12.50 is made to dealers who order flannel boards. This cost is modest since the flannel board can be used with many of the 72 meetings.

Kits Fan "Ember"

Goodyear reasons that to stage regional meetings to train its dealer salesmen would cost considerably more than it spends in its package meeting program. "Travel, hotels, meals, lost time, lost sales all become onerous overhead items," says company. Company recognizes that regional meetings can fire enthusiasm, but the blaze soon dwindles to an ember once home. Plan is to frequently fan the ember into a steady glow. Goodyear occasionally does stage dealer meetings, but the number has been considerably reduced with package meeting kits.

Company sees some definite advantages to its kits and dealer meetings. Each meeting can be tailored by the dealer to fit his particular group. In addition, sales personnel



KANSAS CITY

has the ideal facilities for
**SALES MEETINGS, CONVENTIONS
and TRADE SHOWS**

4 FLOORS

exclusively for group functions

For meetings of any size up to 900 or for breakfasts,
luncheons or banquets—for small groups or as many as
550 — the Continental offers the finest facilities and
service. Unique among Kansas City hotels is the new

EXHIBITION HALL

AN ENTIRE FLOOR—10,500 SQ. FT.
designed for trade shows and conventions

Specially wired and lighted for exhibition purposes . . . AC current,
110-220 voltage . . . radio and TV outlets . . . PA system . . .
Muzak . . . spot lights . . . natural gas and water connections
. . . platform and stage . . . private office with telephones for
show manager . . . built-in registration desk . . . check room.

Le Chateau C

La Petite

Dining Room and Cocktail Lounge featuring
CHAR-BROILED K. C. STEAKS and
Prime Ribs Evenings, Entertainment Extra-
ordinary!

Cocktail Lounge—French-sidewalk setting!
Popular-price Coffee House — breakfast,
luncheon, dinner! Olympic-size indoor
Swimming Pool — free to hotel guests!

For complete infor-
mation write, tele-
phone or wire: NOEL
DANIELL, Manager.

Continental

HOTEL

In the Heart of Downtown

BALTIMORE AT ELEVENTH • KANSAS CITY, MISSOURI

TELEPHONE HARRISON 1-6040 • TELETYPE KC-457
CHICAGO OFFICE: FRANKLIN 2-7741

100%
AIR-
CONDITIONED

Less than 10 minutes
to Airport or
Union Station

FABULOUS SAGAMORE

WHERE THE GOVERNORS
CONFERENCE WAS HELD

MEETINGS 50 TO 500



IDEALLY LOCATED

ALL GUEST ROOMS
ARE AIR-CONDITIONED

ONE OF THE OUTSTANDING
GOLF COURSES IN AMERICA

MAY-JUNE-JULY-AUG.-SEPT.

NEW BEAUTIFUL HEALTH CLUB BUILDING

HEATED OLYMPIC-SIZE SWIMMING POOL
STEAM ROOMS AND HOT ROOMS
EXERCISING AND REDUCING EQUIPMENT

ON BEAUTIFUL LAKE GEORGE SAGAMORE

BOLTON LANDING, N.Y.

N.Y. Office—1481 Broadway
Phone Wis. 7-3700

Represented By

Leonard Hicks Jr. & Associates, Inc.
532 Madison Ave., N.Y.C. 22, MU 8-0123
New High-Speed Roads Now Completed

are much more likely to ask pertinent questions when among their friends. Common problems can be aired without anyone fearing to show ignorance about products or company policies. Goodyear feels in big meetings, men tend to clam up and nod knowingly, whether they get the message or not.

40-Minute Sessions

Each meeting is geared to run about 40 minutes with the balance of the hour reserved for discussion. Goodyear field salesmen carry package meetings with them and put on meetings in smaller dealerships. Generally, meetings are held on the business premises after hours.

Contents of each meeting are worked out jointly by Goodyear Sales Department, Goodyear Sales Training Department and Charles Mayer Studios, Akron. Sales Training writes the script after conferring with Sales, which then approves the final script.

What dictates what props go into a specific meeting is the message. "We don't start with preconceived ideas," Charles Mayer says, "but in-

stead call on whatever aids we think will do the job. It may require movies, slides, filmstrips, recordings, hook n' loop boards, charts, displays or just a simple chalk talk — or any combination."

Decides on Symbols

Goodyear Sales Training decides how meetings are to be symbolized and how the symbols are to be used — whether on the flannel board, flip chart or other meeting prop. Mayer Studios does the art work, manufac-

tures the material required, prints, cast's voices, selects sound effects and music, and provides recordings. In addition, Mayer Studios assembles, packs and ships meeting packages to the dealers. Goodyear furnishes the mailing labels.

► Importance of package meetings is that salesmen are trained without loss of selling time, nor does the dealer have to take time out to plan a meeting. All he has to do is follow the Goodyear instructions and script. ♦

The WANDERER

on

Fabulous JEKYLL ISLAND

Former Playground
of Millionaires
on the Golden Isles
of GEORGIA

600 Air-Conditioned Rooms

Meeting rooms from
20 to 2500

NEW CONVENTION HALL

Seating Capacity — 2500
On the Atlantic Ocean

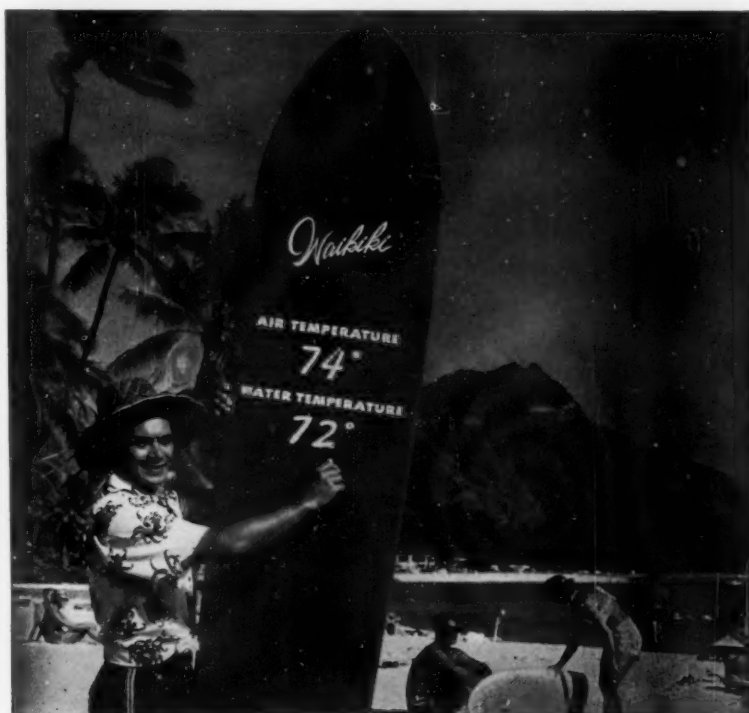
LARGEST INDOOR POOL
in the Southeast

Championship GOLF COURSES

Experienced Convention
Know How

Write or Call:

JOHN ASTARITA
The Wanderer
Jekyll Island, Georgia
NEptune 5-2211



Winter Scene at Waikiki

World's Finest Convention Spot

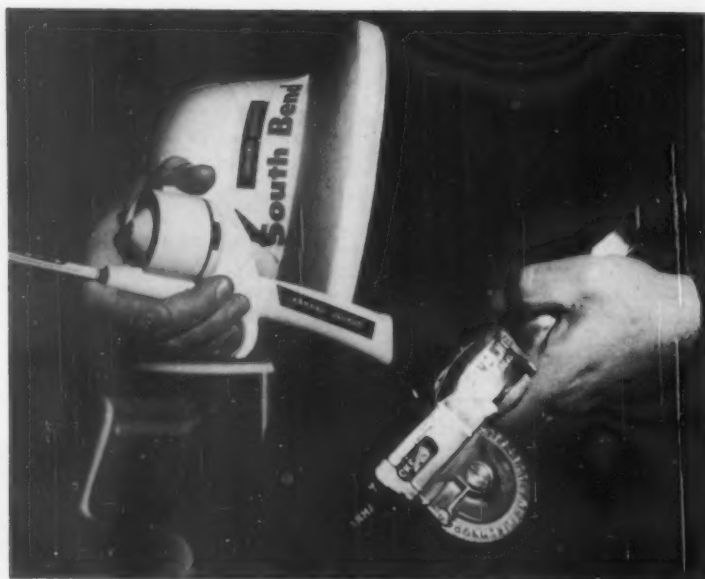
A Great Sales Incentive Package

5000 Modern Hotel Rooms
Ample Auditorium Facilities

Hawaii

Write for information to **HAWAII VISITORS BUREAU**

2051 Kalakawa Ave., Honolulu; 212 Stockton St., San Francisco; Wrigley Bldg., Chicago; 609 5th Ave., N.Y.C.



CLOSE-UP shows tapewriter (right) and its labels on helmet and fishing rod.



LABELS personalize booklets at Chicago Printed String Co. meeting.

Plastic Name Strips Show Up at Meetings

Embossed tapes which are used to label parts for supersonic aircraft have found their way into conventions and shows. New machine quickly turns out tapes to personalize giveaways, to label items in exhibit, to make place cards, to make badges.

CONVENTIONS, trade shows and even day-to-day conferences call for the passing of myriads of information in printed form, and use of many items for giveaways, sales tools or general sales stimulation.

Most of the items or brochures require some sort of identification or labeling and many are personalized to create a better effect or to stimulate more interest.

Such labeling can be a big job and an expensive process. But some companies recently have found a fast, economical method to do all of their required labeling with just a small hand embossing tool that uses vinyl or metal tapes with an adhesive backing.

Called the Dymo-Mite Tapewriter, this inexpensive unit has in the past been used for such things as identifying electronic parts for supersonic aircraft and labeling wirings for nuclear submarines.

The tool is only 10 inches long and can be operated by practically anyone for quick "on the spot" labeling.

South Bend Tackle company, headquartered in Chicago, used the tool to stimulate booth traffic at the National Sporting Goods Assn. Show, held in Chicago's Morrison Hotel in January.

South Bend had a 30-foot booth in which it displayed its full line of fishing equipment; from fishing rods, to tackle, lures and associated items. A crowd of approximately 13,500 sporting goods dealers and manufacturers from all over the nation attended.

Although South Bend sells mainly through large distributors, it naturally has an interest in promoting good relations with dealers who handle its products. Giveaways are always a good method to put your name before the public, but South Bend used the Dymo-Mite to add that extra touch.

For each dealer that came by the South Bend booth, men at the booth had a styrene sports helmet with an adjustable hat band. They also gave away small folders containing South Bend equipment literature. The "extra touch" was that each hat and folder was personalized with the dealer's name. This personalizing was done very quickly with the new labeling tool.

As a dealer came to the exhibit booth, one of the South Bend men would chat with him briefly, while another made two labels with the Dymo-Mite and applied one each to the hat and the folder. As the dealer

left he was handed the two giveaways with the compliments of South Bend Tackle. Before the show ended, South Bend Tackle had 500 hats with the South Bend name, bobbing through the exhibit area, and 600 folders with the South Bend name showing, in the hands of their dealers.

Men in the South Bend tackle booth eventually had to keep the machine under the counter because so many people were coming to the booth to have wallets, glass cases, brief cases, and every other imaginable belonging personalized.

Twelve hundred miles away from National Sporting Goods show, in the warm climate of Miami Beach, men from another organization, another industry, used the tapewriter with much the same successful results.

New Member Promotion

Coin Machine Council, an association for men in the coin-operated machine business, used the tapewriter to aid them to gain new members during the Machine Operators of America convention in May at the Deauxville Hotel.

CMC had a 10-foot booth manned by officials of the organization, whose main purpose was to get new members and make operators aware of CMC. Major attraction of the exhibit booth was a large board with the name of every present member of CMC listed in various colors of Dymo tape (tape comes in nine different colors). Backwall of the booth, against which the name board was placed, was made of translucent plastic. A color wheel revolved in front of a large spotlight directed at the backwall, giving the effect of a constantly changing background.

During the convention, each man who signed up from CMC membership had his name embossed immediately with the tapewriter and placed on the large board along with the 600 present members. As a further inducement, wife of each new member was presented with a ball point pen that had an artificial flower built into the top.

Coin Machine Council came away from the convention with 6% additional members.

Chicago Printed String, one of worlds' largest manufacturers of gift wrappings and ribbons for consumer and industrial use, had a helping hand from the tapewriter during its recent

Let these tested guides show you . . .

How to make your meetings more restful . . . profitable!

MAKING YOUR SALES MEETINGS SELL

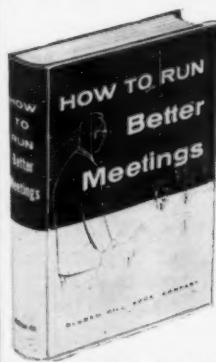
By EDWARD J. HEGARTY

Sales and Business Consultant

303 pages, 5 1/2 x 8, illustrated, \$4.50

The forty years of personal experience Ed Hegarty has packed into this book will help you turn a routine meeting into a real "sell-session." It's a book loaded with ideas for any sales manager, sales trainer, or salesman who must inform, instruct, and inspire others on the sales team. Whether you're working with a vast sales organization or a handful of men, you'll find hundreds of ideas and techniques on

planning and running meetings, writing and delivering talks, using visual and demonstration materials, getting the audience on your side, and sending them away with a clear idea of what you want them to do. Here are methods that have worked in sparking thousands of successful, productive meetings . . . ideas you can put to work tomorrow morning to start sales climbing!



HOW TO RUN BETTER MEETINGS

By EDWARD J. HEGARTY

312 pages, 6 x 9, illustrated, \$4.95

Go into the next meeting you run armed with the hard-hitting ammunition this expert "meeting manager" gives you. Whether you're called upon to hold a conference, plan a luncheon, fund-raising, or any other type of meeting, this concise, practical manual will help you win more acclaim—and get more results. Everything you need to know about meetings is covered—from sending out invitations . . . to the rap of the gavel for adjournment. Saving you countless hours and headaches, this book enables you to keep ahead of every problem that's likely to arise . . . brings to your attention all the details that determine the success or failure of a meeting . . . gives you the added confidence that comes with being fully prepared for any occasion.

Follow this expert's advice on how to: assure full attendance—get interesting guest speakers—start the meeting off with a bang—introduce speakers effectively—keep the meeting moving—check the "time problem" at meetings—end the meeting on just the right note—put yourself and your ideas over to the group!

SUCCESSFUL CONFERENCE AND DISCUSSION TECHNIQUES

By HAROLD P. ZELKO

Professor of Speech, The Pennsylvania State University

264 pages, 5 3/4 x 8 1/4, illustrated, \$5.00

This basic guidebook shows you how to use conference and discussions as a working tool in all types of organizations—business, industrial, professional, educational, etc. It analyzes the group process . . . shows the parts played by the leader and the participants in all types of meetings—from the private personal interview . . . through the sales conference . . . to the public forum conducted according to parliamentary procedure. With these techniques you can approach any

discussion or conference with the poise of a person who knows he can contribute to and conduct an efficient and profitable meeting. The material is invaluable not only to business and sales executives and supervisors, but also to persons who participate in meetings in their social or recreational life. The book covers specific group situations, group analysis, conference patterns, planning, leadership, participation, evaluation, and more.

Send check with order to:

Sales Meetings' Book Department
1212 Chestnut St., Philadelphia 7, Pa.

MEET WITH SUCCESS IN... Convention County
SULLIVAN COUNTY NEW YORK

Sullivan County, the largest and most complete resort area in the world, is only 90 minutes from N.Y.C. via Super Highways. More than 350 Motels to choose from for your Convention, Sales Meeting, Training Seminar or Incentive Plan Holiday.

There's every conceivable facility for mixing fun and business: Golf Courses Galore, Indoor & Outdoor Swimming Pools, thousands of feet of exhibit space, meeting rooms with all facilities for every type and size group, horseback riding, fishing, boating, banquet rooms, all convention equipment and services.

Write for Details and Dates
CONVENTION BUREAU SULLIVAN COUNTY HOTEL ASSOCIATION
 144 Broadway, Monticello, N.Y.
 Phone Monticello 724



MIDWEST'S NEWEST CONVENTION FACILITIES
Your invitation to luxury with economy
17 Meeting rooms...
15 to 1000 people
MAY WE TELL YOU MORE?



Phone or write for illustrated brochure.
 Address: Charles A. Zoller, Sales Mgr.

HOTEL Blackhawk
 Davenport, Iowa
 EARL R. ACKERMAN, MGR.
 Phone 323-2711 Teletype DV 180

sales meeting held in Nassau.

Management used it to personalize a cellophane booklet that was given to salesmen to explaining new programs, research projects, and giving the general picture of the company. Sales men's names were put on the booklets with no time or money used for expensive embossing processes. Instead, gold colored Dymo tape was used.

Also, at the banquet climaxing the three-day meeting, place cards were each labeled with a piece of Dymo tape bearing the name of the person to be seated at each spot.

Since the tape will stick to clothing, it can be used for name tags during sales meetings or conventions, or to make name labels to put on the same identification badges printed with the name of the company.

This tool has found wide use in a variety of situations and a multiplicity of industries. Dymo tapes were also used to advantage by Borg-Warner Company in an exhibit at 1961 Pacific Coast Automotive Show held in Los Angeles. Company had a 40-foot booth in which it displayed samples of its clutch plates, diaphragms, gaskets and other automotive parts, as well as the cup that is given each year at the Indianapolis 500 Speedway. Dymo tape was used to identify the various parts exhibited on two 10-foot side panels.

All blue tape was used to be consistent with the color and theme of the display. The 10-foot side sections of the display were designed by 3-D Displays, Chicago, in such a manner that they could be removed and re-used. They are now being displayed by Borg-Warner dealers in regional shows.

Applications and uses of the labeling tape seem to be limited only by the imagination of the people who use the machine. Some other uses at meetings and shows are:

Badges: Badges have been personalized with the name printed on Dymo tape. Different types of show visitors have been shown by using different colors of tape.

Giveaway kits: Each man who attended the exhibit had his name on a kit. Two additional labels were enclosed with the man's name embossed for whatever use he wished to make of them.

Exhibits: Labeled with Dymo tape

UNIQUE

Pennsylvania's Largest Convention Resort
... high in the Poconos

2200-acre scenic mountaintop resort, designed for groups. Luxurious accommodations for 1000. Modern meeting halls in spectacular lakeside setting. Championship golf, all outdoor recreation plus special features—at your door!
Sure-fire combination for your next meeting—big or small. Found nowhere else, yet so close to New York and Philadelphia.

Tamiment in-the-Poconos

Tamiment, Pa. LUther 8-6655
BEN JOSEPHSON, Managing Director
 N.Y. Office—7 E. 15th St. AL 5-7333

GROUP MEETINGS Phoenix

AT ARIZONA'S COUNTRY CLUB RESORT
 Accommodations for 185 guests in a secluded club-like atmosphere only 15 miles to Phoenix. An oasis in the Valley of the Sun. Magnificent 18 hole golf course and other sports. 3740' Paved Airstrip. Superb food and well-trained service. Variety of meeting, conference rooms.



Season: November 1 to May 15

NATIONAL REPRESENTATIVES:

GLEN W. FAWCETT, Inc.

Los Angeles MAdison 6-7581
 San Francisco YUkon 2-6905
 (Toll free from East Bay) EN 1-0450
 Seattle MUtual 2-1981
 Dallas RVerSide 1-6814

ROBERT F. WARNER, Inc.

New York JUdson 6-4500
 Chicago RANdolph 6-0624
 Washington, D.C. REpublic 7-2642
 Boston LAfayette 3-4497
 Toronto EMpire 3-2693

TELEPHONE Westport 5-3811

THE WIGWAM

INN • BUNGALOWS • COUNTRY CLUB
 LITCHFIELD PARK, PHOENIX, ARIZONA
 Reade Whitwell, Manager

to explain the various parts of an exhibit, color-coding were used to show relation between parts of the exhibit.

Booth directories: Used at entrance to a show—tape namer gives more professional appearance to directories than they sometimes have.

Charts and graphs: These can be made up quickly with tape for the bars or lines and the embossed tape for all printing. Variety of colors available add further meaning to the chart and company color combinations can

be used.

Traffic builders: Free name labels have proved to be excellent traffic builders for exhibits.

Sales meetings: Company organization charts can be made up for presentations, properly color coded for related functions. Also floor plans or layouts of work flow or equipment location can be labeled.

From giveaways to displays, the new labeling tape has found application throughout the spectrum of sales meetings, conventions, exhibits, dealer shows, and small conferences. ♦



Suites Named for Companies

YOU MAY NOT have your very own hotel for conferences, but you may have your very own suite if a trend takes hold. About half a dozen companies have suites named for them in Sheraton-Syracuse Inn, East Syracuse, N. Y.

Not only do these suites have plaques on the door, most are equipped with the companies' products. For instance, the Westinghouse Suite has Westinghouse TV and clock radio. General Electric Suite has G-E hi-fi phonograph, TV and radio. General Motors' Brown-Lipe-Chapin Div. Suite has one wall decorated with shiny hub caps from GM's line of cars.

"We have tried to furnish each suite with some of the products that the particular industry manufactures,"

says Harry E. Fear, general manager, Sheraton-Syracuse Inn. "In cases where this is impossible, a large photograph of the plant is framed and placed in a prominent spot in the room. In other instances, a picture of the company's president is placed in the room."

This system of naming hotel suites after companies is used by the hotel to honor local corporations. The hotel tries to make these suites available to the companies so honored whenever they book space.

For the companies, the suites are permanent advertising or public relations impressions, whenever they are used by other guests. The companies pay nothing to have suites named for them. The hotel pays for the plaque on the door. ♦



Attraction.. but no distraction

Quiet, charming 6,000-acre estate in the scenic Poconos. 3 hours from New York and Philadelphia. A perfect setting for meetings, conferences, sales outings. An outstanding opportunity to combine business with pleasant relaxation.

Check these advantages

INDOORS

Fine accommodations for 400 • 840 seat Auditorium with Stage • Completely Equipped Meeting Rooms accommodating from 10 to 300 • 3,000 Volume Reference Library • Play Room, Television, Radio and Dancing • Stenographic Services and Teletype.

OUTDOORS

27-hole championship Golf Course • 20 miles of Riding and Hiking Trails • Swimming in Olympic-size pool • Tennis Club—8 Teniko Clay Courts • Two Lawn Bowling Greens • Winter Sports—Skiing, Skating, Tobogganing.

EASY TO REACH BY CAR, TRAIN, PLANE OR BUS

RESERVATIONS NOW
BEING MADE FOR 1961
TO 1965.

For information write or call
Howard F. Dugan, Inc.
National Sales Representatives
230 Park Avenue, New York 17
MUrray Hill 4-0004

or
Jo Anne Burgess, Convention Secretary
Clifford R. Gillam, General Manager





EARL C. SMITH

“We’re Willing To Laugh at Ourselves”

And Crown Zellerbach invites customers and trade to join in the fun. Meeting to promote new PoP program includes movies that star company talent. Humor works; creates enthusiasm that hits new high.

PEOPLE like to laugh. They are glad to absorb useful and usable information if it is presented entertainingly and without too much solemnity. The more imposing and important a corporation is, the greater the dividends it can draw from letting its customers know that it is willing and able to laugh at itself. If, added to this, the “message” is one that wraps up potential profits, the lucky company with this combination has it made.

Crown - Zellerbach Corporation's Consumer Products Sales Division had such a combination in a recent series of meetings in which it presented its 1961 in-store promotion plans to grocery trade executives in the eleven continental Western states, Texas, Hawaii, and Alaska. From these imaginatively staged meetings it has reaped remarkable response and acceptance of its program by store operators.

Earl C. Smith, sales promotion and merchandising manager for the division, says: “This type of presentation has stimulated our grocery clients to a point of enthusiasm we have never before experienced. Many key accounts who attended these meetings have insisted on setting promotion schedules with us as soon as possible and have given firm order commitments.”

Meetings that elicited this enthusiasm were set up as road shows. Crown-Zellerbach named the produc-

tion “Funarama” and beamed it at the top people in the grocery trade—wholesalers and buyers. About 1,500 of these strategically placed individuals attended the 48 shows which were given for the trade in the cities of Los Angeles, San Francisco, Portland, Seattle, Denver, Dallas, El Paso, and Phoenix.

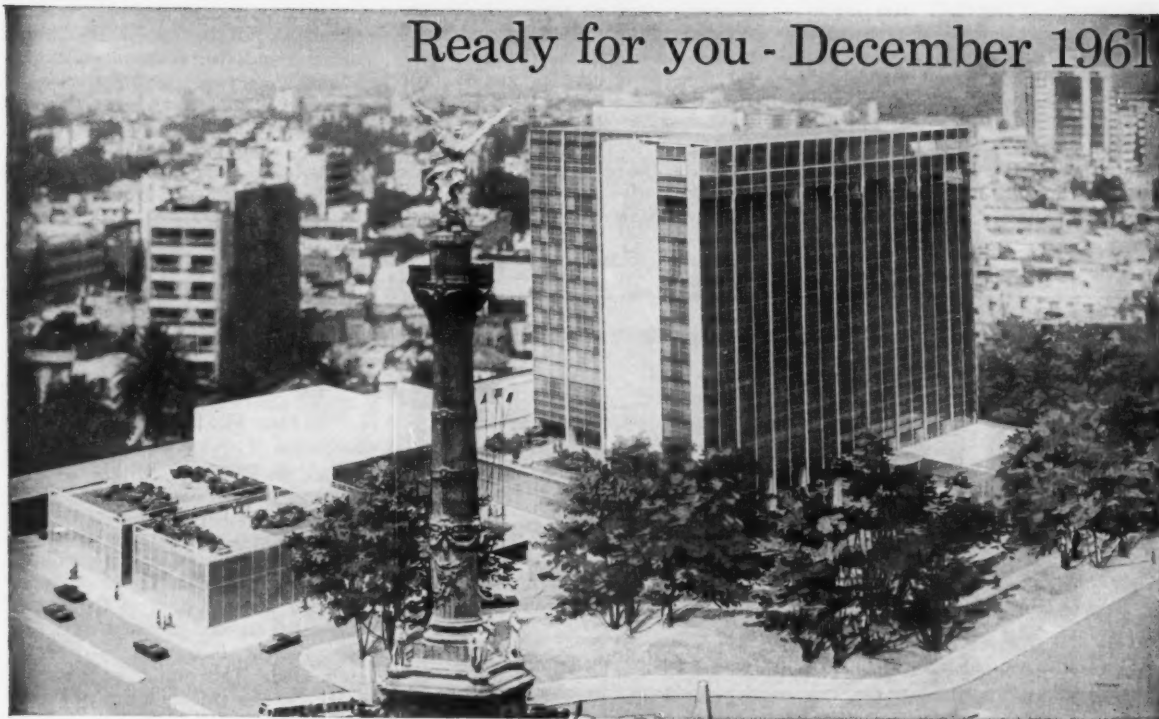
Built around this year's trade presentation, the fast-paced show took up exactly 45 minutes. Spliced between the serious presentation—marketing data, introduction of new packaging, new products—was fun-type entertainment whose climax was the unveiling of the company's new point-of-purchase material. This in-store promo-



STAGE set-up shows how point-of-purchase material looks in super market.

Bienvenidos Amigos!

Ready for you - December 1961



HOTEL MARIA ISABEL

Mexico City

NEWEST OF THE BALSA HOTELS • MOST LUXURIOUS IN THE AMERICAS

Superb Meeting and Dining Facilities for 2,500 People

Ideal Flexibility for All Requirements

"650 Rooms and Suites of the Future"

Bilingual Staff Truly Personalized Attention

Mexico City Offers the Perfect Year-Round Climate

Other members of the Balsa Hotel Family to serve you:

in Mexico City

El Presidente - Luxury without par
Del Prado - World famed
Prado-Alffer - Elegance of Mexico
Hotel Premier - Sparkling new

in Acapulco

El Presidente - Finest and most luxurious
Elcano - Spectacular and delightful
Prado-Americas - Home of "Cantamar"
Noa Noa - Favored for its facilities
Motel Tampa - Superb for informal relaxation

and in New York City - the famed St. Regis

Cesar Balsa, President

Roberto Zapata, Jr. Managing Director

For bookings, information and details:

"BALSA HOTELS"

Hamburgo 135

Mexico, D. F.

U. S. and Canadian Representatives:

UTELL INTERNATIONAL

New York • Dallas • Boston • Montreal • Chicago • Toronto • Miami

JOHN A TETLEY CO., INC.

Los Angeles • San Francisco

tion itself is known as "Funarama" and consists of an animated display making effective use of the company's "Zee Animal Circus" which has won advertising "Oscars" for two successive years. (The C-Z "zoo cuties" have garnered a total of nine major awards in the two years—in every promotion competition entered. The PoP program has never failed to draw top awards.) Objective of the promotion, of course, is to win sales for the company's line of household paper products and it, too, uses theatrics. This year's "stars": an animated rhino,

tiger and fantasy bull.

Staging for the shows takes five men from three to three and a half hours to set up. It consists of custom-built theatrical stage with blacklights, dimmers, standard theater footlights, solenoid-controlled curtains, and background music, controlled from a central panel. In-store promotion program with which this material is concerned includes the "Zee Circus" spectacular, moving, colorful, lighted animals; also theme banners, wire hangers, and stack signs, and the use of Zee advertising mats for stores' news-

paper advertising.

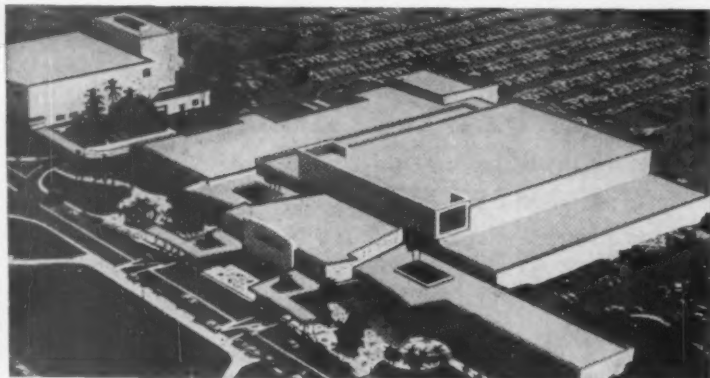
This part of the show demonstrates, with use of supermarket atmosphere and props, how the C-Z "zany zoo" promotion is used to set up sales all over the store, how it slows the shopper down, puts her in a cheerful frame of mind and, hence, the mood to buy. While grocery products buyers were likewise being relaxed by the Zee menagerie's antics, members of consumer division's promotion staff slipped across such information as: enthusiasm of grocery store managers for the promotion; fact that major supermarkets have had it back as many as three times in a year; and that it has moved five to 10 times the normal volume of paper products.

PLAN YOUR NEXT CONVENTION AT

MIAMI BEACH CONVENTION HALL

and AUDITORIUM

Covering nearly 5 acres • Largest in the South • Completely air conditioned



The new Miami Beach Convention Hall has an over-all floor area of 200,000 square feet and seats up to 15,000 people at one time

- Centrally located • Close to the world's finest hotels, apartments, restaurants, shopping centers and recreation areas •
- Parking for 3,500 Cars • Expositions • Conventions • Trade Shows • Sales Meetings • Ice Shows • Announcement Showings •
- Automobile Shows • Sports Events



For further information, write or wire:

CLAUDE D. RITTER
Auditorium and
Convention Hall Manager
or

THOMAS F. SMITH
Director Convention Bureau
1700 WASHINGTON AVENUE
MIAMI BEACH 39, FLORIDA

Slides on Market

The show also includes a slide demonstration of market conditions and information pertinent to the grocery trade, it provides fact and figures on the growth of paper products tonnage in comparison with grocery store tonnage generally; and data to indicate that the cost of living index on paper products has not risen to the degree that it has on food products. Product improvement facts also were communicated. This portion of the show next gave the grocery industry executives cogent facts on paper products profits which were available to their stores or customers' stores. There was a rapid showing of new materials intended to aid the grocer at the retail level and also to facilitate handling at the wholesale level, including a re-vamping of standard shipping case designs, new colors in napkins, a polyethylene food wrap and fixture fold paper napkins for home dispensers.

Film Is Fun

Fun part of the trade presentation revolved around a specially produced movie, "Zee to Zambese" and a sequel, "Did Success Spoil Africa Smith?" Sales Promotion and Merchandising Manager Smith who starred in both of the color movies, remarks concerning the latter title, "This is a strictly rhetorical question." He describes the films as "real low-budget items in which Consumer Products Division kids itself."

The movies were written, directed, and produced by Harold R. Ohleyer, brand product manager of the division. They include some clever sequences, employ some trick photography, and photogenic girls. Entire cast was made up of people in Consumer Product sales promotion department—providing a double effect,

for they are well known among grocery trade people.

Made to Spice Meeting

First of the two movies originally was made to spice a sales meeting and was not intended for the trade. At the suggestion of Division Sales Manager Harold C. Kavalakis, it was included in the trade presentation last year—and received such raves that the sequel was made and both shown during the 1961 "Funarama" carnival.

Plot revolves about Consumer Product's efforts to secure the animals used in its consumer products displays—all rather extraordinary and fantastic beasts, never seen on land, sea or in the air. Smith, with his "Brownie", is dispatched to the "Dark Continent" to secure photographs of the creatures. The sequel finds him relaxing after a successful trip, refusing all blandishments to return to work.

Says Smith: "Our customers in the trade really enjoyed this. It let them in on the 'inside humor.' We're willing to laugh at ourselves, and they are invited to join us."

No More Expensive

Concerning costs, the company's management has not found that this kind of show is no more expensive than conventional meetings for the trade. Since any sales meeting usually involves entertainment expense (for food, liquor and so forth), company spokesmen point out that the cost of meetings are determined more by the number of guests in attendance than by cost of props for the show. These latter, "if figured out on a per capita basis, would be nominal."

Actual equipment costs were in the neighborhood of \$2,000—also considered nominal by the company. Most of this equipment has been, and will be, re-used. Future trade presentations along similar lines are anticipated.

Prop material was shipped in specially designed theatrical cases. The "cast," composed mainly of members of the headquarters executive staff of consumer products promotion, traveled by air. This was, of course, all male, women starred in the film were all office personnel.

Meetings were scheduled far enough apart so that arrival of props was assured. Usually, they arrived the day before the staff arrived.

Results 'Gratifying'

Smith calls results "very gratifying." Sales representatives in CZ's Consumer Products Division report receiving

orders for display material which during the month of January totaled more in quantities shipped than the company did for the entire year of 1960. The show and the promotion staff of the division were on the road for the carnival circuit most of the time during late December and January.

Proud of Record

If meetings and the promotion they are designed to sell can be measured by the effect on sales, then, Smith con-

cludes, "we can be proud of the record."

Plans Follow Analysis

It can also be considered a triumph for the visual-audio and motion picture type of presentation over more verbal and conservative kinds of meetings. It may be significant to note as division manager L. W. (Wally) Moore points out, "We don't plan either trade or consumer promotions without a careful analysis." ♦



Two Sound Solutions to Convention Requirements

The PARK-SHERATON HOTEL

In the Coliseum zone

- Heart of the city location at 7th Ave. and 56th St.—one block from Coliseum, short walk to Radio City, Times Square, Fifth Ave. shops, and theatres.
- Grand Ballroom accommodates 800 for meetings and banquets.
- 10 other function rooms to choose from—capacities up to 400.
- Over 1600 guest rooms and suites. Hotel completely air-conditioned.
- Superb exhibition facilities and services.
- Famous banquet cuisine plus Coffee Shop, Dining Rooms and Cocktail Lounges.

For complete information, contact Jim Flanagan, Director of Sales, Park-Sheraton Hotel, 7th Avenue and 56th Street, New York City
Reservations: CI 7-8000 • Teletype: NY 1-2715

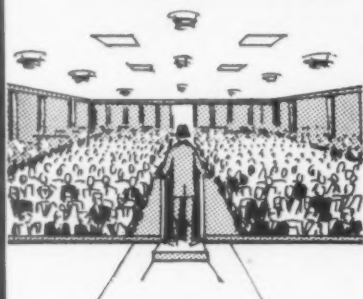
The SHERATON-ATLANTIC HOTEL

In the Penn zone

- Convenient location at Broadway and 34th St.
- Close to business sections, theatres, stores.
- Convenient to Penn Station, Grand Central, Airline Terminals.
- \$4,000,000 renovation program completed. 1500 newly decorated rooms, with air-conditioning. All with bath, radio, and TV.
- 15 well-appointed air-conditioned function rooms accommodating 15 to 500. Exhibit space available.
- Tour Department organizes outside activities at no charge.

For complete information, contact Steve Sandsstrom, Director of Sales, Sheraton-Atlantic Hotel, Broadway at 34th Street, New York City
Reservations: PE 6-5700 • Teletype: NY 1-2715

*Just Minutes
On The
Boardwalk
To
Atlantic City's
Convention Hall!*



THE Ritz-Carlton

On The Boardwalk at Iowa Avenue
ATLANTIC CITY, N. J.

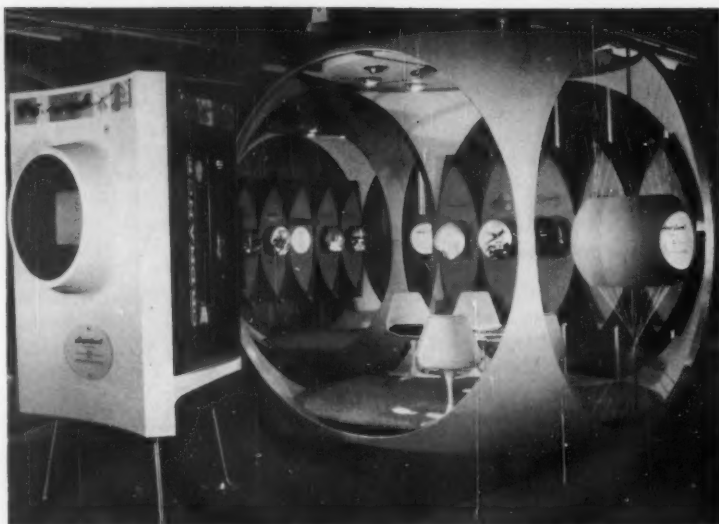


The superior facilities of The Ritz Carlton gives it a preferred position when the question of where-to-meet is being considered.

Only the Ritz offers so wide a range of facilities and accommodations for every size group from ten to 1500 persons! Here you will find more than 22,000 feet of meeting and exhibit space, almost custom made for your needs . . . plus Boardwalk entrance to hotel's very own convention hall.

Decorator Furnished Accommodations: Every Room with Ocean View! Superior Cuisine and Banquet Facilities. Modern Lighting and Sound Equipment. PLUS . . . Famed Carousel Room with the "Merry-Go-Round" Bar . . . SWIM in the Heated, Glass-Enclosed Pool.

Write: Mr. John P. Schlicher, Gen. Mgr., or phone Atlantic City (area code 609) 344-3051.



VIEW shows free-standing, module unit. Three modules, built around cubic principle, are used independently, together or as a theme center for others.

New Module Idea

Aerojet develops modular exhibit units to act as attention getters in a big booth, or as small individual exhibits. Each of three units has own electrical system. Modules break down into eight triangular sections; are held together by bolts.

AEROJET GENERAL Corp., Azusa, Cal., subsidiary of General Tire & Rubber Co., has worked out a unique modular exhibit concept together with Industrial Displays in Glendale, Cal. Modular arrangement is based on round and curved geometric patterns to make it different and adaptable to areas which contain such obstacles as posts, columns and wall projections. In arrangement, there are three module units. Although each is independent in its own right, design of each is clean so that units work together in many positions.

Two Objectives

Majority of modular exhibits are worked on a rectangular principle. Company wished to stay clear of this

for an exhibit, either together, separate structure of struts and interchangeable panels, which it says, "has become so stereotyped." Two objectives were outlined by management before the planning stage: (1) Develop an exhibit which could be used in a series of trade shows, each with a different type audience. (2) Represent as many facets of the division as possible. Aerojet says modular exhibit was the obvious answer, but "How to make it unique?" was the problem.

As Core of Exhibit

When you come right down to it, these three modules can be termed "feature items." Idea is for them to attract attention and serve as a core

for an exhibit, either together, separately, or as a center piece for other supporting displays.

Modules are a complex of intricate construction. Each has to stand free by itself (no additional supports) in any position for the variety of spaces in Aerojet's show schedule. Potentially, every side of these modules are a front, according to company. "Mobility gives these units additional use as lobby, conference room, or speaker-stand displays. With the addition of a simple background panel, they can be used as lineal single-booth displays in local shows," says Aerojet's Don Turner, developer of the plan.

Power from Above or Below

Modules can receive electrical power from overhead or floor sources for the outlets in each unit. Modules break down into eight triangular sections for shipping. One stud-bolt locks each joint together.

Company reports that design concept was so unusual that new construction techniques, methods and materials has to be considered. Major problem was to find a display house willing to assume the task at reasonable costs. After Industrial Displays, a division of Genge Industries, Inc., accepted the assignment, it was decided a molded fiber-glass shell on a steel tubing frame would be the best method of construction. Each module, assembled, is 10 x 10 x 10 ft.

To Last Three Years

With this exhibit arrangement, Aerojet intends to present its products for the next three years. ♦



MODULE units can be used as conference areas or to dramatize a particular division's display at a trade show.



QUALITY EXHIBITS
THROUGH CREATIVITY

JOHNNY. ON. THE SPOT

To sell your products, your services, CENTURY 21 is a major opportunity that your organization should not overlook.

Complete on-the-spot facilities, to assist our clients in every phase of their exhibit program are available—now. Getting there "fustest with the mostest" is a truism that also applies to every aspect of international exhibition participation.

Seattle is the spot; April 21, 1962 is the opening date—let's get together if you intend to participate.

T₂₁ DISPLAYERS, inc.

635 WEST 54 STREET, NEW YORK 19, N. Y. PLAZA 7-6500

OFFICES AND/OR REPRESENTATIVES IN NEW YORK, WASHINGTON, D. C.,
SAN FRANCISCO, CHICAGO, LONDON, PARIS, ATHENS, AND CARACAS,
IN SEATTLE, 2131 FIRST AVE., SEATTLE 1, WASHINGTON • MA 2-4077

"Set 'n be Damned"

...OR FILL YOUR DAYS WITH OUTDOOR FUN!

"Set 'N Be Damned" is a Bahamian saying going back to pirate days. It means a relaxed state of mind, yours to enjoy at this 2,000 acre "British Isle" resort. You can be as lazy or active — day or night — as you wish . . . finest fishing . . . golf for players in any handicap . . . native calypso dancing . . . immense pool . . . bargain duty-free shopping . . . complete yacht marina. 20 air min. from Palm Beach. The perfect prize for incentive programs. Complete modern convention facilities handle up to 600. Write U.S. Information Office, Dept. AA, 1522 Fulton Bank Bldg., Atlanta 3, Ga. or contact any Leonard Hicks Jr., Inc. office.



**GRAND BAHAMA
HOTEL**
Jack-Jat RESORT

WEST END, GRAND BAHAMA ISLAND, BAHAMAS



For Successful Meetings TWO GREAT HOTELS ON TIMES SQUARE

Now under one management, the famous Hotel Astor and New York's newest, Hotel Manhattan, offer the most flexible meeting facilities in this capital city of conventionland. Each is fully equipped—and teamed up as a combined convention headquarters,

they offer facilities unmatched anywhere. Air conditioning, superb staffs, comfortable guest rooms, modern equipment, fine restaurants, and ideal location, combine to make the Astor and the Manhattan wonderful choices for your next meeting.

HOTEL MANHATTAN

44th to 45th Sts. at Eighth Ave.
JUdson 2-0300

New York's newest hotel. 10 luxurious meeting rooms for 10 to 500 people. 1400 air conditioned rooms, each with radio and TV. Excellent garage facilities.

*Home of the Playbill
Restaurant*

Erwin Schel, Mgr.



HOTEL ASTOR

44th to 45th Sts. on Broadway
JUdson 6-3000

21 meeting rooms, for 15 to 3000 people. Includes the largest ballroom in New York. 750 air conditioned rooms, each with radio and television.

Anthony Rey,
Vice Pres. & Gen. Mgr.

HOTEL

ASTOR



HOTEL

MANHATTAN

NEW YORK

FRANK W. KRIDEL

• EXECUTIVE VICE PRESIDENT

"THE RESORT-CONVENTION HOTEL OF MANY HAPPY RETURNS!"



All our claims are so much extra icing on the cake. For the proof of the pudding, we proudly point to the many groups who keep coming back happily time after time—for fun and accomplishment.

*For full particulars about
our matchless meeting and
exhibit facilities, write:*

Convention Manager

THE Traymore

CENTER OF THE BOARDWALK
ATLANTIC CITY, N. J.

How to Work TV into Convention

American Gas Assn. uses closed-circuit TV to promote product through science teachers (at teachers convention). TV supplements program; makes meeting more exciting, helpful.



AGA demonstration is televised closed-circuit to teachers.

CLOSED-CIRCUIT TV brought the gas industry another step closer in its ties with science teachers at National Science Teachers' Assn. convention in Chicago, this spring. American Gas Assn., headquartered in New York City, sponsored a series of TV programs each day for convention delegates to keep them abreast of developments. A.G.A. provided the opportunity for delegates' questions to be answered by experts, and gave all who watched a close-up look at science demonstrations.

Idea behind the sponsorship was to better acquaint science teachers with A.G.A.'s free teaching aids on gas to be used in the classroom. This closed-circuit series not only acted as an information and news service for delegates, but boosted attendance at the A.G.A. exhibit as well.

Non-Commercial and Newsy

On the theory that to be of interest to attending teachers TV coverage had to be non-commercial and newsworthy, A.G.A. left programming entirely in the hands of N.S.T.A. people. In the planning stage and during the convention, A.G.A. staff members gave guidance, advice, and technical assistance, but otherwise did not inter-

fere in the programming, except to lay down a rule that nothing competitive to gas could be shown or discussed.

Dr. John W. Renner, associate executive secretary, N.S.T.A., appointed Dr. Hugh Allen, Jr., associate professor of Physics and Science Education, Montclair State College, a regional director of N.S.T.A., to take charge of the television programming.

Convention was confined to Hotel Sherman. Exhibits and meetings were on the mezzanine floor. TV broadcasts originated in a section of the exhibit area just outside the doors to the main meeting room. This roped-off area, with its television cameras, lights, technicians, control panels, and all the stage activity that goes with live TV, attracted maximum attention from conventioners.

Fifteen monitor sets were set up around the exhibit area. TV programs were also carried to each of the Sherman's 1501 rooms.

Five large easel cards, placed strategically around the hotel lobby, exhibit, and registration areas, announced the closed-circuit TV series to teachers. Small tent cards bearing a similar message were on the television set in each hotel room when delegates arrived. Each of these cards

carried a discreet message at the bottom to announce that the TV programs were being provided for the convention by American Gas Assn. In addition, a sign was on display in the A.G.A. booth, where the gas industry's science teaching materials were being shown, to invite teachers to tune in to the TV programs. A page ad placed by A.G.A. in the official convention program also carried this invitation along with a request that teachers visit the A.G.A. booth.

Program Content

Program material consisted of interviews, panel discussions, science demonstrations, newscasts, messages, notices of coming meetings, and films. A.G.A. received its recognition through credit lines reading "American Gas Assn." printed at the bottom of each card that bore a message or a meeting notice, announcements every hour, and through identification of Professor Elbert C. Weaver. Dr. Weaver performed science demonstrations and conducted interviews, as one of the consultants who prepare A.G.A.'s teaching materials on gas.

Dr. Weaver's two-hour-long science demonstrations, one on Sunday and

NEW!

A UNIQUE SALES INCENTIVE-

The Hollywood Beach Hotel/Golf Club—in conjunction with Happiness Travel Service—announces its "Plan-It-Yourself" Vacation Incentive Program, a revolutionary idea that allows a sales executive to design his very own vacation incentive package—and watch it become a sure-fire SALES STIMULANT!



For a complete kit describing this new idea in sales incentives, merely write or call—

BEN GETZOFF

Manager/Incentive Division

Happiness Travel Service

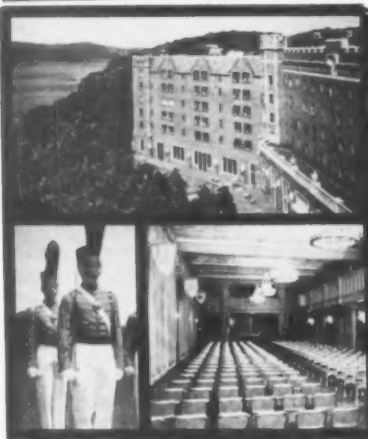
6 E. Monroe Street/Chicago/State 2-4900

or **"ROBBIE" ROBINSON**

Vice President & General Sales Manager

Hollywood Beach Hotel/Golf Club

Hollywood Beach/Florida/WAash 2-1545



for training sessions
or sales meetings

the Thayer's the place!

when you want to get things done.

Meeting and banquet facilities for 10-300. Excellent set-up for divided-group training sessions as used by firms like N. Y. Telephone, Esso, General Foods, IBM, many others. 240 rooms. Scenic setting overlooking Hudson, no big-city distractions. Fine food, cocktails. Free parking. 45 mi. from N. Y. City. Phone Mgr. Jack Schafer WE. 8-4731 (code 914).



**HOTEL
THAYER**

WEST POINT 2, N. Y.

one on Monday, gathered large crowds around the television area to watch him perform "live" in addition to those who watched him on TV screens. Along with his demonstrations, he interviewed Roy Gibbons, science editor, Chicago Tribune, on the TV "network" on Tuesday morning.

Another star attraction on "Science Teachers' Network" was Dr. Hubert N. Alyea of Princeton University, an eminent scientist who worked on the Manhattan project. With a group of other scientists to aid him, Dr. Alyea gave a demonstration of projection techniques that supplemented a demonstration he had given shortly before to a small section of the convention.

A.G.A.'s closed-circuit TV ran from 7 a.m. to 7 p.m. the first three days of the convention, and from 7 a.m. to noon on the last day, which is the hour when the convention officially closed.

First person to be interviewed, at 8 a.m. Saturday morning, following the news and the day's announcements at 7 a.m., was Dr. Robert A. Rice, current president of N.S.T.A., who is head of the Science Department, Berkeley High School, Berkeley, Cal. Dr. Rice officially welcomed delegates to the convention on TV. Other interviews were spotted throughout the series.

Several panel discussions were held, including one on elementary school science and one on industrial trips. Films shown varied in subject from "The Story of the Blood Stream" to "Asteroids, Comets and Meteorites" and "Satellites: Stepping Stones to Space."

Several times, as general sessions were breaking up, a television camera was turned on the crowd leaving the meeting hall, and important persons were picked out of the passersby for "man-on-the-street" type of spontaneous interviews. This had a spot news quality, and placed emphasis on meetings that were being held.

TV programs were planned to augment the convention, not to interfere with it. None of the convention sessions was televised; rather, announcements over television urged delegates to attend sessions scheduled each day.

No live TV was planned during important general sessions; films were shown at these times. None of the convention speakers was interviewed

CONVENE AT
BEAUTIFUL...

*Grand
Hotel*

MACKINAC ISLAND
MICHIGAN



JUNE-SEPTEMBER

WORLD'S LARGEST SUMMER HOTEL



Chicago's Finest Hotel
for Your Next Meeting

Executive House

Drive-In-Parking
Restaurant and Lounge

Write for colorful brochure

EXECUTIVE HOUSE

Dept. SM, 71 E. Wacker Dr., Chicago 1, Ill.

Financial 6-7100

A. M. QUARLES,
General Manager



before he appeared on the general convention program; rather, following his talk he was secured for a TV interview during which he could expand on his subject. During these interviews, viewers were also invited to phone in to the TV message center with questions for the interviewee, which was an excellent service since no questions had been possible during talks at the convention session.

In several cases, speakers at the general sessions illustrated their talks with small models of scientific equipment, which only persons sitting in the first two or three rows of the large hall could see clearly. These speakers were brought on television after their general-session appearances, and camera closeups brought the science teachers clear views of what they had not been able to see at the original presentation.

Another case where TV stepped in to add to convention coverage was in connection with a demonstration on "Similarities in Wave Behavior" by John N. Shive, director of education and training, Bell Telephone Laboratories, which was on the official convention program, but unfortunately was held in a room so small that only a fraction of the teachers who wanted to see the demonstration could get in. Dr. Shive was then scheduled for television a few hours later; his appearance was well-publicized over the television network beforehand, and he put on his demonstration again before a much wider audience, via TV.

International and national news, plus the weather, was broadcast three times a day through the courtesy of the Chicago Tribune and American, whose editors gave permission for their newspapers to be used as news sources.

Convention coverage had a lighter side, too. Each morning's broadcast began at 7 a.m. with two professors, dressed in shorts and college sweat-shirts, leading calisthenics to start the conventioners off right. There were several tongue-in-cheek contests run, one for suggestions for new scientific apparatus. Two of the entries were geiger counters that do not register for people who would just as soon not know what the radiation level is, and scalpels without blades for states that have antivivisection laws. Fill-in material such as this provided light contrast to balance of

programs and kept the science teachers watching at all times to see what was going on. Floods of phone calls in response to the contests were an accurate index of the large number of viewers the TV programs drew.

Meanwhile, the A.G.A. exhibit of teaching aids received extremely heavy traffic, some teachers visiting it to see just what the American Gas Assn. was, after seeing and hearing the name so often on television.

All the gas industry teaching aids put out by the Educational Service Bureau were displayed, from the first kit, "Natural Gas — Science Behind Your Burner" through the "Science Principles and Your Automatic Gas Appliances" series. Folders listing and describing all the kits were given out to the teachers who stopped at the booth, as well as student sheets from whichever of the kits the teacher was most interested in. Teachers then filled out registration cards to have kits that they wanted sent.

These teaching materials are supplied free to schools, with the gas company in each area bearing the cost under an agreement that each company has with A.G.A.'s Educational Service Bureau. ♦

Flowers of Hawaii



Lovely Vanda orchids will bring the perfect touch of glamour and romance to your next convention or trade show. Create excitement with our orchid leis, orchid, woodrose and anthurium corsages. Write or wire today for complete brochures.

DUnkirk 8-5106
Flowers of Hawaii
 670 S. Lafayette Park Place
 Los Angeles 57, California

*An ideal
 setting for
 conferences of
 25 to 100
 persons*



Completely Air-Conditioned
 all guest rooms, restaurants
 and meeting rooms

Conveniently Located
 between New York and
 Philadelphia

Perfectly Situated
 adjoining Princeton University
 campus

Excellent Facilities
 spacious private function rooms

Experienced Staff
 to make meetings pleasant and
 productive

Fine Accommodations
 125 rooms, Cocktail Lounge,
 two Restaurants

Ample Recreation
 overlooking Princeton golf
 course. Tennis

Gracious Atmosphere
 Authentic Early American
 appointments

For information, write or call Sam Stewart,
 General Manager. Telephone WALnut 4-5200

**PRINCETON
 INN**

Princeton, N. J.



All Services Free for

Design Engineering Show's

space rate to cover labor charges

YOUR BIGGEST HEADACHES as an exhibitor at a trade or industrial show may become a thing of the past. If an experiment with Design Engineering Show works next year, you can forget your past woes with exhibit hall labor, crate handling, exhibit



PRESIDENT Saul Poliak reports that Clapp & Poliak, Inc., has been investigating show, package plan for over two years.

First Time for Major Show

erection and dismantling. You can know in advance what your show participation will cost.

These, and several more, are the benefits expected with the new plan developed by Clapp & Poliak, Inc., show management, New York City.

For the first time at any major show, you will be able to buy exhibit space and the space rate which include all these services without additional cost:

- Hauling of exhibit material from the exposition hall loading platform to the booth and its return to the platform after the show;
- Uncrating and unpacking of machines, equipment, display units and exhibit backgrounds, and re-crating and re-packing;
- Erecting of booth backgrounds and display units and dismantling;
- Spotting and positioning of equipment, machines, backgrounds and display units;
- Electrical connections and normal wiring to machines, control panels, etc., including electrical current consumed;



Big Show

"EVERY exhibitor will save money," says Saul Poliak about show plan whereby space cost includes services.



- Standard furniture, standard floor coverings and standard booth backgrounds, and

- Telephone installation and local calls.

"All these services, rendered without extra charge, will help the exhibiting company control show costs, enable the company to determine these costs accurately in advance, minimize labor difficulties and eliminate disputes over contractors' charges," Saul Poliak, president, points out.

No Bills, No Disputes

"All order forms and billings are eliminated. There is no need to argue about who is supposed to do the work and there will be no dispute over the charges, because there will be no bills. There is no need for budget guesswork, as the charges are fixed when the booth space is rented," Poliak says.

A few, special services are not included, some because only a small number of exhibitors require them. Among these are compressed air services, plumbing, painting and long distance telephoning. Exhibitors who prefer their own furniture to the standard furniture may use it and it will be hauled without charge. Similarly, exhibitors who prefer tile flooring may provide it and it will be installed without

charge. Other special services, such as internal wiring of an exhibitor's own machinery or displays, painting touch-up, also are excluded.

"Except where the exhibitor wants something special, he may ship his exhibit material to us and walk into his booth to find it completely set up, for replacement of his products, without charge. We believe this innovation represents a major advance in making the exposition medium more valuable and productive for exhibitors," says Poliak.

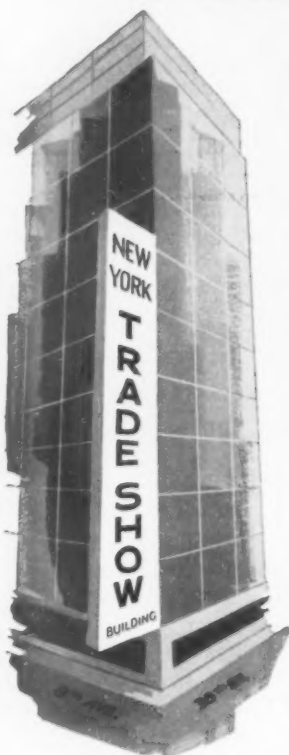
Design Engineering Show, which is among the three largest annual industrial expositions, will be held at McCormick Place, Chicago, April 30-May 3.

Saul Poliak admits that there are many difficulties in the plan for full service for a single price of space alone. "But we do not foresee any troubles with the Design Engineering Show," he says.

Clapp & Poliak has been investigating possibilities of the plan for over two years. If the experiment with the Design Engineering Show turns out as expected, "there's no question that the plan will be expanded to other shows," Poliak reveals.

"Every exhibitor will save money," says Poliak about the space costs that include all services. There will be a 15% saving in labor cost for most exhibitors. Some may save as much as 25%, according to the show management company's estimates. (continued)

THE BEST TRADE SHOWS COME TO THE *New York* TRADE SHOW BUILDING



When an industry puts its best foot forward, they come to the New York Trade Show Building. It makes **all the difference** in the world.

The country's leading trade shows and conventions have been quick to recognize the obvious advantages and features of this outstanding show center:

- the finest in exhibit facilities
- the ultimate in service
- the central location
- the greatest economy

If you are interested in selling more—more effectively, you'll be sold on the merits of the New York Trade Show Building.

For very complete information without obligation

WRITE, PHONE or WIRE to:

Mr. Duane W. Carlton, President
NEW YORK TRADE SHOW BUILDING
500 Eighth Avenue, corner 35th Street
New York 1, N. Y. • LOnacre 4-4100

4000 Fine Hotel Rooms located nearby

COMPLETELY AIR-CONDITIONED

"The Very Best in Exhibit Facilities"

How do these big savings come about? According to Poliak, there is a big saving in billing alone. (There are 400 exhibitors.) Service suppliers cut their costs when they render just one bill — to show management. There will be no big billing costs, no credit losses or collection costs, no long wait for money.

Another big saving will be in allocation of labor. At an ordinary trade show, a large pool of labor must be on hand at all times because contractors never know what exhibitors will order or will need. Under the new plan, all services will be ordered in advance (if exhibitors want to get them free).

With facts on exhibitor needs in advance, service contractors can schedule labor and equipment so that there is no unused time. Unused labor time is one of the biggest overhead items for contractors and is reflected in service charges.

Exhibitors, under the new plan, probably will be required to report in advance when their exhibits will arrive at the hall. This is another aid toward economical labor scheduling.

Many Problems

Problems for show management are many and varied when it attempts the all-services-free plan, Poliak points out. Labor rates vary from city to city. Labor jurisdiction varies, too. And, of course, problems vary from show to show.

Entire exposition field will watch Design Engineering Show carefully. If all goes as expected, a new era in exhibiting will be opened in Spring, 1962. The trend could revolutionize exhibit management and service contractor relationships.

While Clapp & Poliak has planned the innovation for Design Engineering Show only, success conceivably could spread the idea to other large shows quickly. Clapp & Poliak manages many of the nation's large, important expositions including: Machine Tool Exposition, National Plastics Exposition, National Packaging Exposition, Production Engineering Show, Plant Maintenance & Engineering Show, Industrial Building Exposition and Congress, International Soft Drink Industry Exposition, National Materials Handling Exposition, Western Plant Maintenance & Engineering Show and Western Packaging Exposition. ♦

COMPLETE DISPLAY INSTALLATION SERVICES IN ALL CHICAGO CONVENTION HALLS AND HOTELS

INSTALLATION — and — DISMANTLING

- Trucking
- Storage



- Maintenance
- Handling

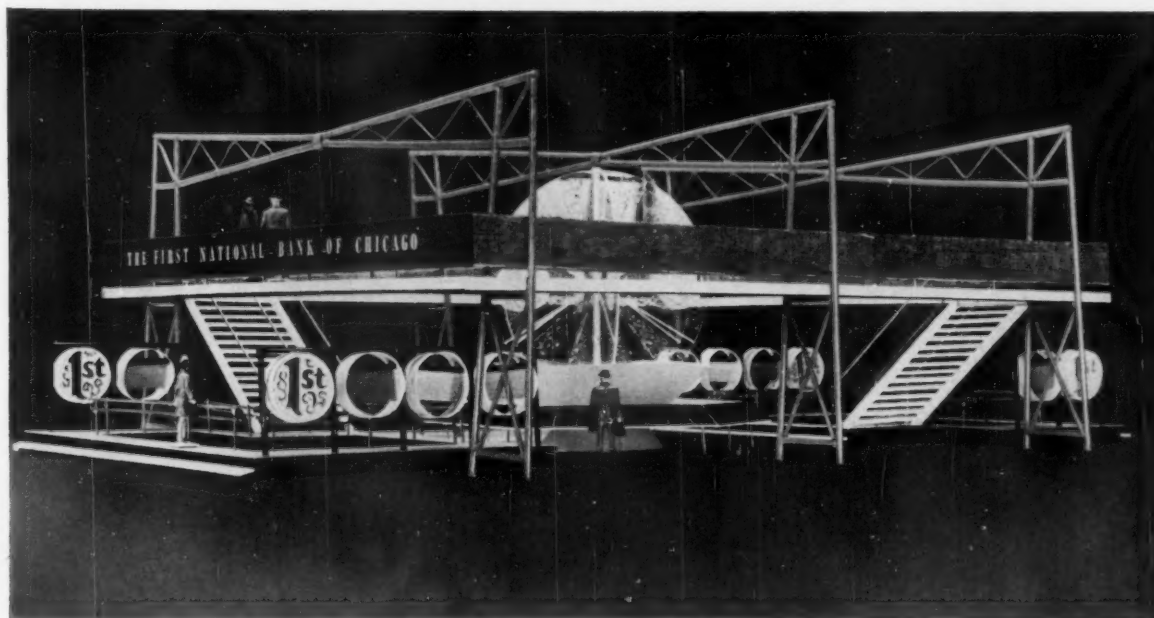
CZARNOWSKI DISPLAY SERVICE, INC.

1433 N. DAYTON ST.

Michigan 2-7181

Chicago 22, Ill.

THIS MONTH'S FEATURE EXHIBIT!



Gardner Displays creates two-story exhibit for The First National Bank of Chicago

Rare gold coin collection featured in International Trade Fair exhibit

One of the largest collections of gold coins ever assembled is featured in the 5,000 sq. ft. exhibit which Gardner created for The First National Bank of Chicago. The result of months of concentrated planning and careful development, the exhibit not only has traffic-stopping impact but also conveys the progressive image of the bank in dramatic fashion.

The exhibit (case file 11-71B) is the only balconied structure at the Chicago International Trade Fair and affords visitors an ideal vantage point for viewing the entire exhibition. The center of attraction is an 18-ft. lucite "polysphere" covered with gold coins gathered from all over the world. Light of over 4,000 watts plays on the sphere as it slowly revolves on its raised base. Other rare coins, mounted within outlines of the countries of their origin, are displayed on the stationary, many-sided stand sur-

rounding the polysphere. At each end of the exhibit automatic equipment typical of that used by The First National Bank of Chicago demonstrates interesting and unusual operations.

Exhibitors all over the world have found that they can always depend on Gardner for exhibits that are imaginatively designed, soundly constructed and delivered promptly, when and where they are needed. Whether you need a single display or a complete PLANNED IMPACT exhibit program, you can be sure of the best when you rely on your Gardner man.

See this Gardner-designed exhibit
at the Chicago International Trade Fair
McCormick Place • July 25 - August 10



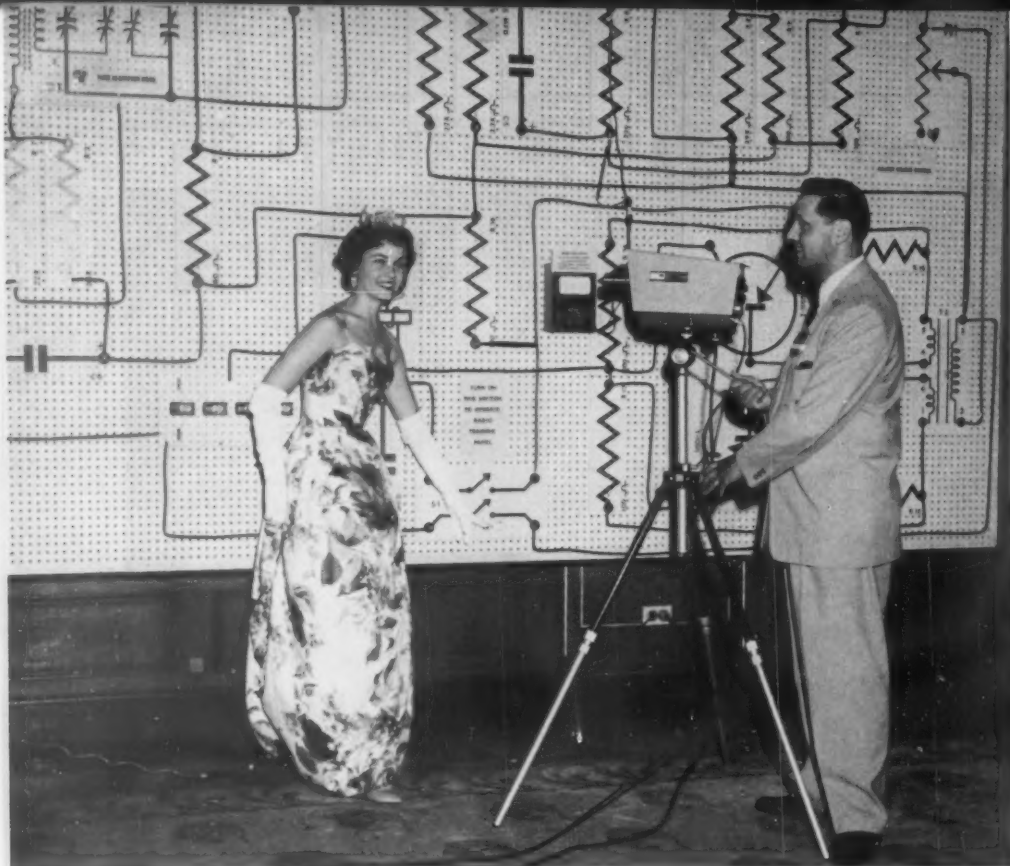
PITTSBURGH 13, PA.
477 Melwood Ave.
Mayflower 1-9443

CHICAGO 8, ILL.
1937 W. Hastings St.
Taylor 9-6600

DETROIT, MICH.
Box 142, Birmingham, Mich.
Lincoln 4-2030

NEW YORK 17, N. Y.
41 East 42nd St.
Murrayhill 7-2621

PHILADELPHIA 10, PA.
830 Land Title Bldg.
LOcust 8-5395



MISS AMERICA, Nancy Fleming, pushes button to operate radio training panel at Philco's '62 Featurama meeting.

At Philco Distributor Meeting

Technique Second to Content

Philco puts emphasis on meeting content—merchandising ideas and plans. Distributors and big dealers sit through five-hour session with one short break, but have no complaints. Philco's marketing plans enough to sustain their interest.

WHO SAYS you can't hold a nearly five-hour meeting (with one, 15-minute break) and maintain interest? Philco Corp., Philadelphia, did at its recent National Distributor Convention in Atlantic City. The three-day convention delved a little deeper than the usual new-line presentation in

that it reflected the pulse beat of distributor thinking.

Secret to Philco sessions was content, not so much spectacular meeting technique. However, plenty of research went into finding out what distributors thought. A six-month study was conducted wherein the

company went to its distributors and largest dealers to ask, "What would make '62 your best year?" Philco was not astonished to find its distribution people with ready views. In fact, study was premised on the assumption these people best knew retail market conditions.

Comments showed just what was on the distributors' minds. These distributor insights meant merchandising problems had to be solved. After that, it was relatively easy to decide how to tell the new story.

One day was devoted to each of these product areas: (1) television; (2) hi-fi, stereo sets; (3) laundry appliances, refrigerators and ranges.



WAIKIKI AND SHERATON- WONDERFUL FOR A CONVENTION

... wonderful because it's the most famous beach in the world and because there are four Sheraton Hotels to choose from — all on the beach at Waikiki!

**Each Sheraton Hotel offers superb convention facilities:
together they can accommodate almost 3,000.**

The Royal Hawaiian

can accommodate 1,078 guests, 1,735 for a meeting, 1,405 for a banquet.

The Moana and The SurfRider

can house 808 guests, 940 for a banquet, 1,115 for a meeting.

The Princess Kaiulani and the new Diamond Head Wing

have a guest capacity of 1,078, can seat 1,345 at a meeting, 1050 at a banquet.

Also Available, Smaller Rooms for Smaller Groups

Each Sheraton Hotel offers a wide choice of function rooms and banquet facilities to suit the needs of every group large or small.

In Addition, There's The Sheraton Meeting House

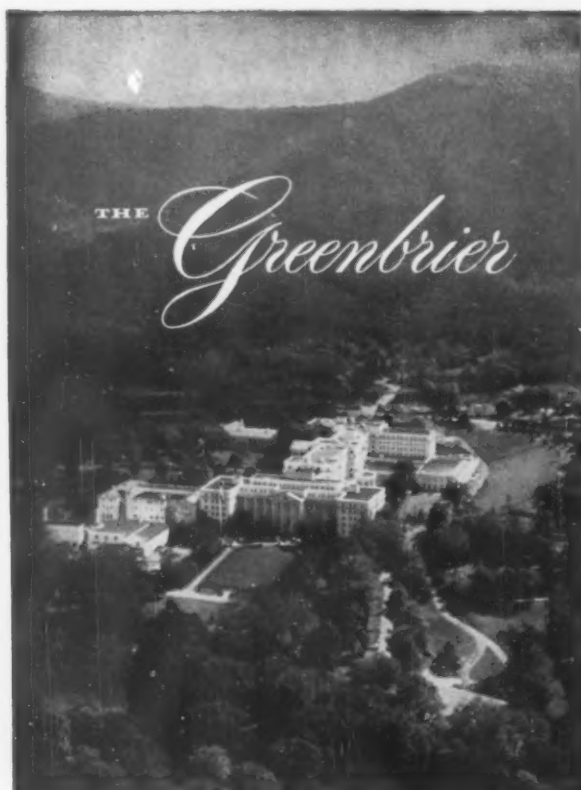
Completely air-conditioned, it's custom-designed for conventions with facilities to seat 1000 or divided to accommodate 5 smaller groups in complete sound-proof privacy.

It has a total of 8,037 square feet of space for exhibits, can accommodate a banquet of 700.

For further information, contact the representative at the Sheraton Hawaii Sales Office nearest you: Ed Jones, Sheraton-Atlantic, New York, N. Y.; Paul Mangan, Sheraton-Park, Washington, D. C.; Nancy Carey, Sheraton-Chicago, Ill.; Duff Evans, 2978 Wilshire Blvd., Los Angeles, Calif.; Andrew P. Lum, Sheraton-Palace, San Francisco, Calif.; Cynthia Lilly, 414 Vance Bldg., Seattle, Wash.; Nancy Heller, 470 Atlantic Ave., Boston, Mass. BY JET: 5 hours from West Coast; 10 hours from the East Coast. BY SHIP: 4½ fun-filled days.



SHERATON HOTELS IN HAWAII *On the Beach at Waikiki*



AMERICA'S INFORMAL BUSINESS CAPITAL

You will find at The Greenbrier the perfect setting for your conference, whether it be for ten or a thousand people. The new, air-conditioned West Wing has an auditorium with a 42-foot stage, new sound and projection machines, splendid banquet arrangements, a theatre with a CinemaScope screen. *Ready soon will be our new 17,000 square foot exhibit hall.* For after-session enjoyment The Greenbrier's recreational facilities are unsurpassed. And our staff of experts not only helps in planning your program, but they also handle the details to carry it through *successfully*.

Special Winter Rates available on request. Include a spacious, luxurious room and The Greenbrier's traditionally fine meals, green fees (our courses are playable much of the winter), swimming in mosaic tile indoor pool, membership in the Old White Club and gratuities to service personnel. **EFFECTIVE DEC. 1, 1961-FEB. 28, 1962.** FOR INFORMATION write Charles L. Norvell, Dir. of Sales. Also reservation offices: New York, 630 5th Ave., JU 6-4500 • Boston, 73 Tremont St., LA 3-4497 • Chicago, 77 W. Washington St., RA 6-0624 • Washington, D. C., Investment Bldg., RE 7-2642 • Glen W. Fawcett: San Francisco, 1029 Russ Building, YU 2-6905 • Seattle, 726 Joseph Vance Building, MU 2-1981 • Dallas, 211 N. Ervay, RI 1-6814 • Los Angeles, 510 West Sixth Street, MA 6-7581.

THE
Greenbrier

WHITE SULPHUR SPRINGS • WEST VIRGINIA

Miami Beach's most celebrated Convention World... *Eden Roc* hotel, cabana & yacht club

ALL THIS IS YOURS... FOR A PERFECT CONVENTION!

- 14 meeting rooms or combinations... to seat any size meeting from 24 to 1600!
- Monitored air-conditioning • Modern lighting and sound equipment
- Outstanding cuisine... served from an ultra-modern kitchen, strategically placed to serve every banquet with maximum expediency
- Underground parking garage • Yacht anchorage on protected Indian Creek
- 30,000 square feet of drive-in exhibit space at reasonable rates

ALL THIS—PLUS:

- Olympic pool and private ocean beach
- Over a hundred luxury cabanas with individual bathrooms
- Magnificent covered outdoor pavilion for dining and dancing, outdoor meetings
- Three delightfully different dining rooms to suit your every mood
- Informal gaiety and dancing in Harry's American Bar—Garden Cafe
- Fabulous entertainment nightly in the unparalleled Cafe Pompeii

JOHN LEISHMAN, Director of Sales
GEORGE E. FOX, Managing Director

SEND FOR COMPLETE CONVENTION BROCHURE
... blueprinting complete plans and details

New York: PLaza 1-3460 Chicago: WHitehall 4-7568
Atlanta: JACKson 4-3486 Detroit: WOODward 2-2700
St. Louis: GARfield 1-4081 Washington: FEderal 8-6481



MONA LISA ROOM—comfortably accommodating banquets to 500

POMPEIAN ROOM—seating 1200 at banquets, 1600 at meetings

30,000 square feet of
DRIVE-IN EXHIBIT SPACE
at reasonable rates

OCEANFRONT
45th to 47th STREETS
MIAMI BEACH, FLORIDA



DISTRIBUTORS drive "Dart Karts" in Haddon Hall Hotel parking lot for afternoon of recreation. Karts are offered as part of Philco's incentive plan.

Philco's '62 TV line was taken up first day of the convention. At nine o'clock in the morning, Philco distributors and some of the largest dealers (Philco calls them associate distributors) filed into Steel Pier to attend the first day's session.

Once seated, distributors saw stage curtains unfold to reveal a musical comedy centered around a mythical distributor who handles an imaginary line of television sets, called Whizzo. Scene reflects the poor sales of this line that no longer is oriented to the public need.

Three Professionals

Cast consisted of three professional actors, a girl and two men. Skit plugged how much better off this Whizzo distributor would be, if he carried the 1962 Philco line. Comedy ran the first 15 minutes of the meeting. It was later re-introduced into the meeting after the break and again to close the day's session with a finale number. This format was identical each day. The difference was the make-believe distributor moaned about how poorly Whizzo hi-fi, and later the laundry appliances, refrigerators and ranges were selling. Whizzo product line changed in the comedy to match the Philco line presented that particular day.

Plot continued from one scene to the next. Collectively, the separated

scenes portrayed a young salesman, who had an inside road with the distributor's secretary, in attempts to sell the old, established Whizzo distributor to switch to Philco. In the end the young salesman wins over the distributor's almost undying opposition.

Stage in the Casino Theater on Steel Pier was used to present the Philco line the three days. Off both sides of the Casino stage was built a superstructure which jutted out at a 45-degree angle. Each of the superstructures was a ramp which near the end held a turntable on which Philco products could be presented. Turntables were hidden behind curtains until the right moment. Each turntable was constructed so that it provided two or three sets on each in rotation. Stage crews behind could set up one set while another was being shown. Philco meeting leaders could walk from the superstructure to the stage or around to the other superstructure.

Outside of the turntables, the only other stage device readily noticeable to the audience was a moving "side-walk" mechanism. Actors used "side-walk" to run through some trick dance numbers, but its primary contribution to the meeting was to run products on and off stage. In this way, no stage hands were visible to the audience.

First Philco man to appear after

DESIGN



INGENUITY

EXHIBITS

DESIGN

INGENUITY

BRYAN-ELLIOTT

DESIGN

27-01 BRIDGE PLAZA NORTH
LONG ISLAND CITY, NEW YORK

INGENUITY

EXeter 2-4600

DESIGN



Ingredients for Conference Success **COMFORT, CONVENIENCE and CALM**

Halfway between
New York and Philadelphia

Three essential ingredients, and Nassau Inn has them all... the comfort of a fine, 120-room hotel, the convenience of a location midway between the two largest cities in the east, and the calm of an eighteenth century inn. Conference success? Assured!

- Easy to reach by car, train or plane • 9 conference rooms for 10 to 200
- 3 fine dining rooms including the new Coach Room
- Fully air conditioned • Relaxed, undisturbed atmosphere
- Attractive guest rooms • No traffic or parking problems



New conference center and swimming pool ready early 1962

NASSAU INN

PALMER SQUARE • PRINCETON • N.J.

For conference checklist and full details contact George Washko,
Manager, Nassau Inn, Palmer Square, Princeton, N. J. WAlnut 1-7500.

IMPORTANT THINGS COME IN SMALL PACKAGES!



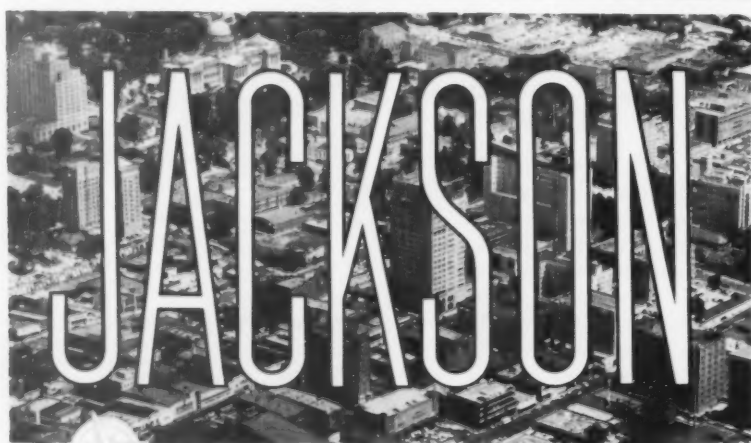
Conventions and sales incentive
meetings, for
instance, at the

MONTMARTRE

Miami Beach's newest oceanfront
hotel. Excellent accommodations,
banquet facilities, display areas,
meeting rooms. Ideal for
after-hours recreation: pool, private
beach, health club, fabulous food.
Neighbored by the Eden Roc and
Fontainebleau. Special rates
for groups of 10 to 200. Write for
Convention Information Kit.

HENRY (HANK) PHILLIPS, Director/Sales
STERLING LaFINE, General Manager

MONTMARTRE HOTEL
OCEANFRONT, 47th to 48th STS.
MIAMI BEACH, FLORIDA
Phone: JEFFerson 2-1731



MISSISSIPPI... The South's Most Complete Convention City

There's no convention like a convention in Jackson. Meeting and entertainment accommodations are custom-arranged for your requirements, a warm spirit of conviviality prevails and every convention detail is taken care of to perfection. Plan on new Jackson for your next convention; it's centrally located, easy to reach.

□ 2,200 guest accommodations □ Meeting rooms for 10 to 1,800 □ Hotel exhibit area — 10,000 sq. ft. Hotel Heidelberg: 9,000 sq. ft. King Edward Hotel □ All facilities fully air-conditioned □ Banquet facilities for 200 to 1,400 □ New Municipal Auditorium and Music Hall seating 3,000 □ New State Fair Coliseum, 10,000 seats, arena; available spring '62.

Call or write for the complete convention story

Convention and Tourist Bureau
Wallace J. Oberlander, Exec. Vice-Pres.

675 Milner Building
Jackson, Mississippi
FLeetwood 5-4578



In the land of
Hiawatha, on a chain
of 27 pine rimmed
wilderness lakes...
incomparable con-
ference facilities.
Open year around.

- Luxurious rooms,
gourmet food.
- Indoor tropical
pool and health
baths.

Write or phone
Northernaire, Three
Lakes, Wisconsin.

Northernaire
WALDORF OF THE WILDERNESS
THREE LAKES, WISCONSIN

the musical comedy portion opened the television meeting was John J. Kane, manager—merchandising, electronics. Kane began with a review of a Philco feature, the "cool chassis," introduced two years earlier. To show what the term meant, slides were projected on a large white screen erected over the top of the Casino stage. Next point in his talk revealed the new Philco picture, which was said to be 25%-50% brighter and have 60% more contrast, depending on the model.

Slides were again used to show a comparison between the old Philco picture versus the new. To augment this comparison, a black and white film was used to tell the full picture story for two reasons: (1) Film gave full explanation of how the improved picture was developed. (2) Film was actually a training film available to distributors to train, in turn, their dealers. Meeting gave distributors a chance to preview film.

Screen Over Stage

After the explanation of the new feature, Philco's 1962 line was presented, each model individually. Usually models were presented in threes so distributors could see the different finishes available. Over the top of the stage was projected a color slide of the model on center stage, so distributors could see the model no matter where he sat in the audience. All 13 models were presented. (One more model than last year.)

Company had Miss America on hand to personally introduce Philco's "Miss America" TV sets. In addition to her courtly appearance at the television sessions. Nancy Fleming appeared at the awards banquet and posed with distributors for a Polaroid picture.

Philco hired two Polaroid convention photographers to take pictures of distributors with Miss America. (Polaroid Corp., Cambridge, Mass., offers a service to conventions whereby company pays for photographers' salaries, transportation and material. Miss Betty Allen, Convention Manager at Polaroid, says, "Usual cost for a three day convention is \$600; around \$500 if convention is held in a city where Polaroid convention photographers reside.")

Polaroid furnishes attractive girls to operate its 900 land camera. Philco kept two Polaroid photographers

**PERFECT FOR SALES MEETINGS,
CONVENTIONS, CONFERENCES!**

**Only New York Hotel
with its own theater
the
BARBIZON-PLAZA**

**THE MODERN 550-SEAT BARBIZON-PLAZA THEATER
IS FOR YOUR EXCLUSIVE USE RIGHT IN THE HOTEL!**

- Overlooking beautiful Central Park—just 2 blocks from the Coliseum—the elegant Barbizon-Plaza is the *only* New York hotel offering a professionally equipped theater with 550 spring-cushioned seats *plus* adjoining exhibit space of 7000 square feet.
- Choose from 20 spacious meeting rooms with a capacity of 25 to 550 people. Soundproof sliding doors permit expansion according to your needs. Closed circuit telecasts arranged.
- Catering facilities serving superb cuisine are available for business luncheons, banquets, cocktail parties.

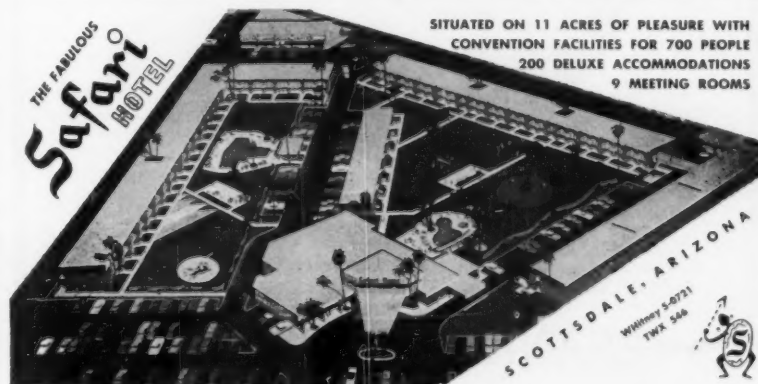
PLUS PERSONAL ACCOMMODATIONS. As our guest you will enjoy staying in one of 1200 rooms, each magnificently decorated for your pleasure . . . each noiselessly air-conditioned with individual thermostatic control. All with radio, TV, private bath.

- The owner-management of the BARBIZON-PLAZA guarantees exclusive personalized service. Our trained staff will serve you and your party promptly and efficiently. You'll find the *best of everything* at the BARBIZON-PLAZA. Thousands of testimonials from the Blue Book of American Business will tell you so. Make your reservations for 1961 now! Write to Director of Sales for New Illustrated Color Brochure.

Teletype NY 1-3949 or phone Circle 7-7000

BARBIZON-PLAZA

106 Central Park South at 6th Avenue overlooking Central Park



working the three days. The girls photographed over 700 distributors. Total distributor attendance numbered over 800.

Philco's line was the result of a carefully thought-out price structure for marketing. Idea was to make the price steps between models less drastic than in other years. With a more moderate increase in prices from one model to the next, customers might more easily be persuaded to buy one or two models higher in price from

the one they originally intended to buy. According to Philco, customers would instantly be able to recognize the extra features of the next higher price model.

To show how this "selling up the line" should be accomplished, Kane staged a finale of his own at the close of his presentation. After each of the models had individually been introduced, Kane actually had the TV sets lined up on stage. He took the distributors through a mock run

to show audience how one model complemented another, both in price and features, thereby making it easier to sell a higher priced model at only a moderate increase in cost to the consumer.

Summary Trains

Kane's summary was a natural for in effect he was training the distributor who in turn was to train his dealers. "Wrap-up" technique used by Kane this first day was used to summarize the line presentation for hi-fi, stereo sets and laundry appliances.

Following the TV presentation, Philco's John E. Kelley, manager of advertising, took the rostrum to explain the advertising program that would back up the distributors and dealers in the field. Color slides were used to show copies of ads as they would appear in magazines and newspapers. Theme of the ad campaign for the '62 models is "Vivid-Vision." Slogan was created to describe Philco's new picture quality and at the same time offer a term the public may catch quickly. Campaign is scheduled to start with Philco annual sponsorship of the televised portion of the Miss America Pageant, in Atlantic City. Within two weeks after the crowning of Miss America, Philco ads, shown the distributors, are to move into magazines and Sunday newspapers.

Philco's Gibson B. Kennedy, director of merchandising, took over the speaker's stand after Kelley to relate the incentive plans Philco offered the distributors and associate distributors at the convention. Incentives were cash and merchandise, all aimed to encourage distributors to place their orders at the convention.

Kennedy related the need, as far as Philco was concerned, to place

BEAUTIFUL NEW 10,000 TON
CRUISE SHIP
Available for 1961-1962
**CONVENTION
CRUISES
TO THE CARIBBEAN**

★ *Fully Air-Conditioned* ★ *Stabilizer-equipped for smooth sailing* ★ *Accommodations for 300 to 350*

- Spacious exhibition areas
- Attractive conference rooms
- Wide-screen movie theater
- Duty-free shopping

- Superb international cuisine
- Full program of sports, games and nightly entertainment
- Fascinating shore programs

LENGTH OF CRUISE, PORTS OF CALL, SAILING DATES ARRANGED TO YOUR SPECIFICATIONS

For detailed information, mail your requirements to:
BOX 89, SALES MEETINGS • 1212 CHESTNUT STREET, PHILADELPHIA 7, PA.

BUSINESS AND PLEASURE

**PHILADELPHIA'S ONLY CENTER CITY MOTOR HOTEL
NOW OFFERS FINE FACILITIES FOR BUSINESS MEETINGS**



- Meeting Rooms for Groups up to 125
- 300 Air Conditioned Rooms • Magnificent Swimming Pool
- Cocktail Lounge—Dining Room—Coffee Shop
- TV & Hi-Fi Radio in Each Room • 24 Hour Direct Dial Phones • Free Parking on Premises

*For Rates and Reservations Call Charles L. Cairo, Manager
LOeust 8-8300 Teletype PH 513*

FRANKLIN MOTOR INN

The Parkway at 22nd Street

STICK-ON BADGES
For MEETINGS and CONVENTIONS

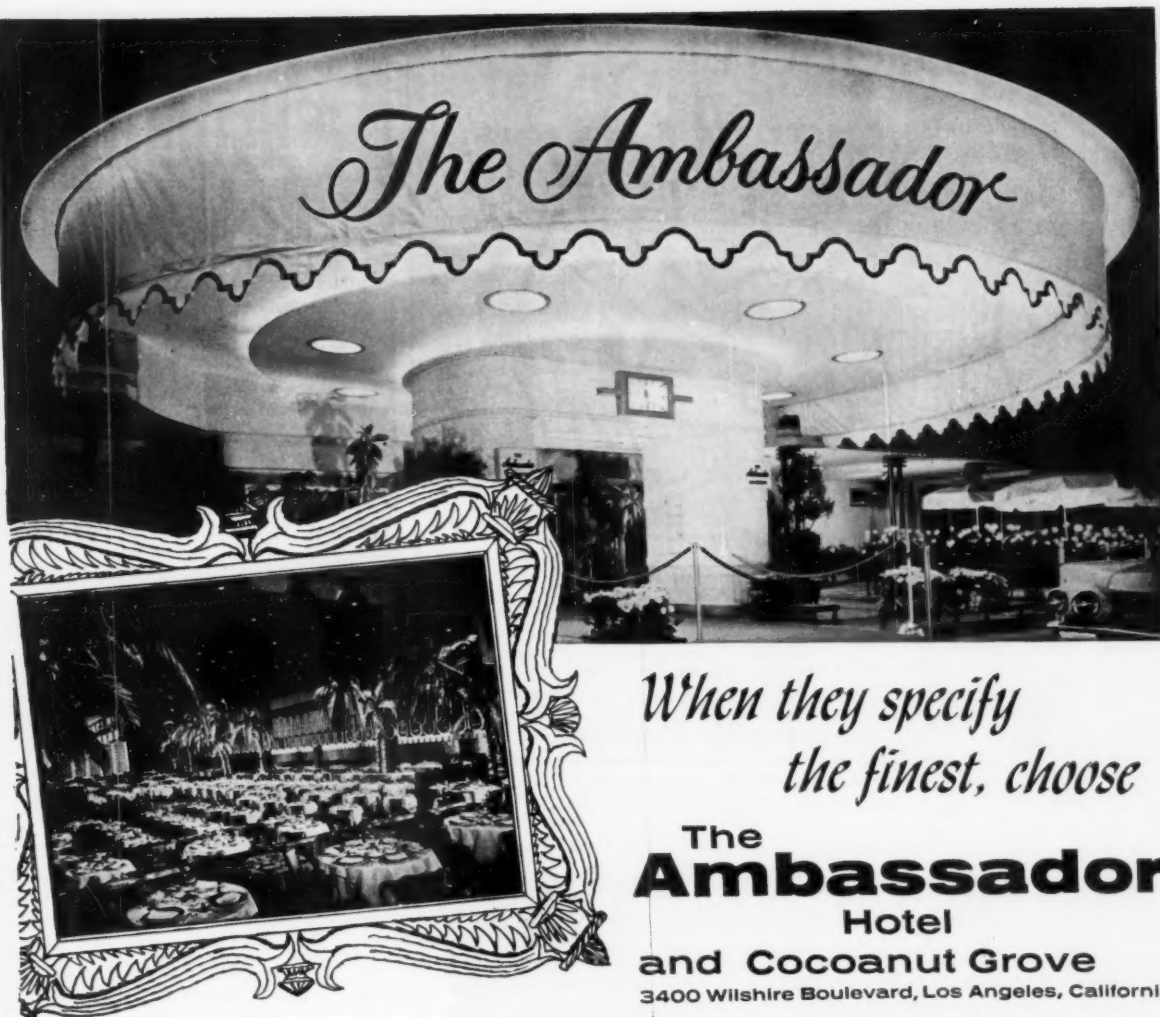
Name Badges, stick on any Garment. No pins or buttons.



ONLY 5c Each
IMPRINTED

1000 lots . . . less 6c each
3 inch Circle, Square or Triangle, 10 day service.
Send copy. Guaranteed.

FREE SAMPLES — Glad to send them
Order from Frank D. Jackson,
JACK-BILT, 906 Central St., Phone VI 2-5068
Kansas City, Mo.



*When they specify
the finest, choose*

**The
Ambassador
Hotel
and Coconut Grove**
3400 Wilshire Boulevard, Los Angeles, California

When you want the most superb facilities for a memorable convention, select the Ambassador. Set in tropical magnificence right in the heart of Los Angeles, the Ambassador has the largest, most sumptuous convention conveniences in the country. Have no hesitation in recommending the renowned Schine cuisine, the lavish accommodations, the meticulous service. Right on Wilshire Boulevard, too. And the most convenient stopover from Far East to "Back East".

All this plus the famous, star-studded Coconut Grove Supper Club. America's first Hotel-Helicopter Service flies your guests to and from International Airport in just 6 minutes.



SCHINE HOTELS . . . the *Finest Under The Sun*

A DIVISION OF SCHINE ENTERPRISES, INC.

THE AMBASSADOR HOTEL and COCOANUT GROVE, Los Angeles, California
THE RONEY PLAZA HOTEL and SUN CLUB, Miami Beach, Florida
THE SCHINE McALLISTER HOTEL and EL CENTRO DE LAS AMERICAS, Miami, Florida
THE GULF STREAM HOTEL APARTMENTS & VILLAS, Miami Beach, Florida
THE SCHINE QUEENSBURY INN, Glens Falls, New York
THE SCHINE NORTHAMPTON INN and WIGGINS TAVERN, Northampton, Mass.
THE GIDEON PUTNAM HOTEL, Saratoga Springs, New York
THE SCHINE AIRPORT HOTEL and MOTOR INN, Bradley Airfield, Conn. serving Springfield, Mass. and Hartford, Conn.
THE SCHINE INN at MASSENA, New York
THE SCHINE INN at CHICOPEE, Massachusetts, Exit 6 on Mass. Turnpike
THE SCHINE WESTERN SKIES HOTEL, Albuquerque, New Mexico
THE SCHINE INN at FOREST HILLS, New York City, between LaGuardia and Idlewild Airports on the Long Island Expressway at 108th Street



For Reservations

New York, MU 8-0110
Chicago, AN 3-6222
Miami Beach, JE 1-6011
Los Angeles, DU 7-7011
San Francisco, EX 2-4330
Boston, HA 6-4396
Washington, D.C., DE 2-6118

New York Office
375 Park Avenue, New York
Florida Office
120 24th Street, Miami Beach

Sellabration



Enthusiasm runs high . . . salesman selling salesman! Nothing like holding your sales meetings at the Marott to kindle the selling spark. Special rooms that accommodate from 10 to 400 . . . snappy service . . . tasty food. Man, what a perfect set up for your sales meetings! Get on the phone,

CONTACT MR. NORMAN H. TICE, DIRECTOR OF SALES

Two large parking areas on hotel premises.



The marott hotel

NORTH MERIDIAN ST. AT FALL CREEK BLVD.
INDIANAPOLIS, INDIANA

We Have The RIGHT CLIMATE For MONEY MAKING!

Faint sun ne'er won fair conventioners! At The Nassau Beach Hotel, the outlook for groups is positively brilliant: blue skies, sunny beach, cool waters. A sportin' life!

Indoors, our public and banquet halls, air conditioned and fully equipped, comfortably accommodate 400 delegates at a sitting. Expert cuisine, native shows, entertainment.

CONCLUSION: A steady all-year flow of sunny dispositioned groups.

Robert M. Souers, Managing Director

Represented by UTELL INTERNATIONAL

New York: Essex House, PLaza 7-5436

Boston • Chicago • Dallas • Miami • Philadelphia

Montreal • Toronto



FRENCH CANADA . . .
First Choice for SUCCESSFUL CONVENTIONS

The Manoir Richelieu AND COTTAGES

MURRAY BAY, QUEBEC

Superb resort living for groups up to 600, all-inclusive rates . . . come in June, late August or September.

In the pine-scented Laurentians overlooking the St. Lawrence . . . large Casino for meetings and dancing. Championship golf, tennis, Lido beach, heated saltwater pool, excellent fishing. Superb cuisine.

Write for detailed Convention brochure to H. M. Costello, Convention Dept., Box 100, Montreal, Canada.

A DIVISION OF CANADA STEAMSHIP LINES



Regulation 9 Hole

"Sportsman"
GOLF COURSE
ON OUR PREMISES
NEWEST YEAR 'ROUND
RESORT

the Pines

SO. FALLSBURG, N.Y.
TEL: FALLSBURG 750

New York Phone: LO 5-3760

Pick a really different setting for your next outing and enjoy these unusual facilities: Deluxe Accommodations • Air Conditioned Dining Room • All Sports Health Club • Solarium • Steam Baths • All Star Shows • Music • Dancing • Cocktail Lounges

FABULOUS
INDOOR POOL

CONVENTION SUCCESS!
ASSURED!

their orders now. Again going back to the point of view that distributors and large dealers are the people best in tune with local market conditions, Philco announced it felt that the sum total of the distributor orders would help the company determine how much of each model should be manufactured.

Introduction of the incentive plans were augmented with slides, movies and presentation of the prize merchandise. Slides primarily showed the figures that indicated the value of these plans to the distributor. Plans covered any of the products distributors bought while at the convention.

First plan offered was to associate distributors. "The Golden Sportster," a 19-in. portable TV, was offered at a price that these larger dealers could turn over at a high profit margin. (Plan estimated 32%-35% profit could be made by these dealers.) Philco feels the Sportster proved itself a popular portable with the public over the past several years. As Kennedy explained plan, three models of the Sportster moved out onto center stage. Distributors who bought 50 to 100 console sets were allowed to buy an additional order of 50% of the number consoles ordered in Golden Sportsters. Those who order over 100 consoles were entitled to an additional order up to 75% in Sportsters.

Film on Kart Incentive

Second incentive offered to associate distributor was the "Dart Kart" plan. A black and white movie of Philco men and their sons driving Dart Karts explained how in the last four years these racers for children have become a popular trend. Children from 10 years old up drive powered racers on private ways or official local kartways. Philco visualized that dealers could use these Dart Karts in three ways: (1) Offer kart as door prize to promote traffic in the store the first few days of a special promotion. (2) Karts could be put up as a prize for the dealer salesman who sells the most Philco merchandise during the first three weeks of the '62 line offering. (3) Karts could be used to create publicity by offers of free rides to local children. Plan offered dealers a free Dart Kart (worth \$247.45) for every \$25,000 worth of merchandise ordered at the convention.

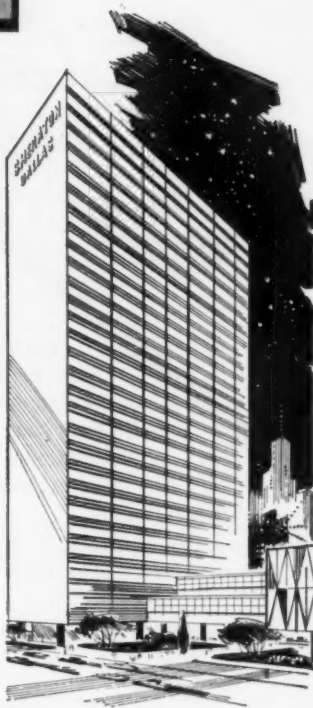
During recreation period in the

THE MOST MODERN FUNCTIONAL HOTEL IN THE SOUTHWEST... DESIGNED FOR TODAY'S PROGRESSIVE BUSINESSMAN

Sheraton Dallas HOTEL

This shaft of sunlit mosaic beauty introduces a new concept of luxury living to Southwestern businessmen. Everything in your spacious luxury room is designed to help you rest and relax after a busy business day. Ice making compartments, AM-FM clock radios, thick, colorful carpets and contemporary furnishings are standard in every luxury room. All this in a hotel built to accommodate conventions and business meetings of any size... from 10 to 2000 people!

Discriminating businessmen have given their hearty approval to the new Sheraton-Dallas Hotel... located in the heart of Southwestern finance and industry.



Convention Center of the Southwest

Sheraton-Dallas HOTEL

LOCATED IN EXCLUSIVE SOUTHLAND CENTER



New York's Newest...HOTEL

EDISON

46th to 47th Sts. Just West of B'way

Milton J. Kramer, Pres.

Executives
ideal facilities for
Sales Meetings
Conventions
Incentives

Consider the advantages of the Edison's newly decorated and magnificent Banquet Halls. No finer facilities anywhere, sensible prices... conveniently located in midtown Manhattan.

Accommodations for 20 to 1000

For Reservations call Mr. Charles Tierney Circle 6-5000

A Personalized Hotel in the Heart of the
Theatre District and Radio City

HOME OF
THE FAMOUS
GREEN ROOM

1000 ROOMS • TV • AIR-COND.

**JACKSONVILLE'S
MOST DISTINGUISHED
ADDRESS...**

The South's Finest
Commercial-
Convention
Hotel!

the Perfect
Family Hotel
too!

**Robert
Meyer**
HOTEL

located in
the heart of the
downtown
area

Now the
Robert Meyer
has an exciting new
Rooftop Pool & Cabana
Deck... a glamorous sun-and-
fun area 6 floors above street-level
— free to all guests!

You'll find the food superb... the
rates most reasonable... the location
perfect — it's a Meyer hotel!

- Drive-in registration — elevators
to rooms
- 550 outside rooms, each with
individually controlled temperature,
radio, TV, Hi-Fi
- Bali Hai cocktail lounge — dancing
nightly
- Free inside garage for 250 cars

A Complete Convention Center!

- Meeting and banquet rooms for
25 to 1100
- A willing, experienced convention staff
- Huge ballroom and exhibit area
- Theater lighting; closed-circuit TV
... a unique, one-floor convention
headquarters!

Write today for full information, rates and
availabilities — or call Jacksonville,
ELgin 5-4411

William E. Stubbs, Jr.,
Vice President-
General Manager

**Meyer
Hotels**

HOTEL ROBERT MEYER
Jacksonville
HOTEL EMERSON • Baltimore
HOTEL SIR WALTER • Raleigh

afternoon, distributors could actually drive some karts on the parking lot of Haddon Hall, headquarters of the Philco convention. No races were held, but any who was willing could drive around. Miss America was on hand to get the activity started with a racing flag in hand.

For full-fledged distributors, an incentive plan for the dealers was introduced. However, details were not spelled out at the meeting. After distributors ordered their merchandise at the convention, Philco assigned a certain amount of money which could be used to stage any incentive they would like.

Distributors may either develop travel, merchandise or cash incentives. Since Philco was putting up the money, the company did lay down four stipulations: (1) Money was to be used exclusively for franchised dealers who bought '62 Philco consoles. (2) Incentive package must require dealers to buy some console models designated by company. (3) Philco field managers must approve program before it is announced. (4) Copy of program, complete with all promotion details and price sheets, must be forwarded to Philco. Philco labeled its distributor incentive plan, a "do-it-yourself" program.

Afternoons of each day were re-

served for Philco distributors to golf, fish, swim, drive Dart Karts or enjoy famous Atlantic City boardwalk rolling chairs.

Exhibit Center in Lobby

Philco used several of Haddon Hall's lobby areas to erect an exhibit center. Here a distributor could come and look over the merchandise on his own time. Each room used was reserved for each of the Philco product lines. One room featured television and the next hi-fi, stereo sets and so forth. In addition to these there were two other areas. One housed the advertising campaign for the '62 line and another to explain Philco service for the products it sells. Company had salesmen to man exhibit areas to answer questions of distributors and take orders.

At Philco's 1962 Featurama, the name of the meeting, there was a little of everything (including fun) but the overriding element was business. (Philco's new way to approach the 1962 season.)

Distributors seemed to respond to the convention. Main reason for their enthusiasm was that it was apparent that Philco had taken the distributor's and dealer's problems into serious consideration. ♦



Miniature Assembly Line Built by Hartwig

FORD Motor Company exhibit was credited to The Displayers, Inc., New York City, in error last issue. Hartwig Displays, Inc., Milwaukee, is designer and builder of miniature (in motion) assembly line.

1ST PRIZE

an American Express vacation trip!

All over the nation, successful executives are awarding *travel prizes* in their sales contests. And what a powerful stimulant travel is! It's everyone's dream to see Europe, Hawaii, South America, the Caribbean . . . *everyone's* longing to pack a bag and head for a faraway shore. *Reward* hard work with the pleasure and relaxation of an expenses-paid tour!

If your company has not used travel as incentive prizes, *now* is the time to do something about it. Whatever your time limit, itinerary or budget, we'll be sure to create a trip to suit your needs as well as your

pocketbook. For the address of your nearest American Express office, call Western Union by number, and ask for Operator 25, or fill out the coupon below.

American Express, 65 Broadway
New York, N. Y., Att: Group Travel Unit

SM-7

Dear Sir: Please send me literature on Sales Incentive Travel.

Name _____

Address _____

City _____ Zone _____ State _____

American Express Travel Service

Group Travel Unit, 65 Broadway, New York, New York



1 *call does it all* ... *when that call is to D&E*

here's how:

In need of a convention exhibit ... displays for a sales conference ... a complete staging for a dealer or distributor gathering? Then reach for your phone (or wire or write). Call D&E ... and we'll carry the ball from there.

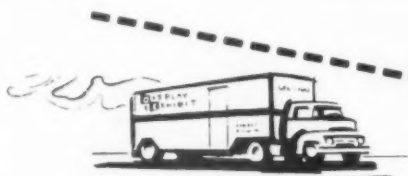
first ...

We'll plan your display ... we'll study your products, your problems. Our experienced planners will come up with ideas, economies and suggestions you never would have thought of yourself.



next ...

We'll design and build it ... and it will be done right ... by our designers and builders who are experienced from A to Z ... who know all the secrets and short cuts to do the job in a hurry ... with maximum efficiency and effectiveness.



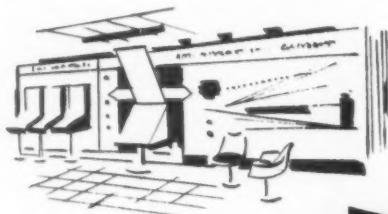
then ...

We'll ship it ... and we'll promise it will be at its destination in ample time for erection before your show or convention starts.



and ...

We'll erect it ... the way it should be erected for greater display value ... for the easy flow of visitors ... for maximum sales impact.



When it is completed, all details will have been handled ... literature in place ... tables and chairs properly placed ... ready for you and your force to start selling. Just step up and go to work.

And that isn't all! When the convention or meeting is over, we'll dismantle, pack and ship your display to the site for its next showing—or to storage. Next time you are in need of display or exhibit service, make that ONE CALL to ...



DISPLAY & EXHIBIT COMPANY

1501 E. FERRY DETROIT 11, MICH. TR 5-4700

PLANNERS · BUILDERS · INSTALLERS

Guests Triple When Showroom Becomes "Club"

For market week, Wings Bras converts showroom into hospitality suite. Pretty girls and assortment of services attract buyers and press. Heavy advance promotion builds big attendance.

BUYERS who were nagged by headaches, tired feet, or just wanted to get away from the business pressures of Corset & Brassiere Market Week in New York City (June 12-16) found a restful haven at Wings Bras' 180 Madison Ave. headquarters. Company opened a week-long "Wings Flight Club" (a hospitality room) for out-of-town buyers and the press. "Club" was geared to relax tension and fatigue.

Corset & Brassiere Market Week is not an official trade show in the sense that men register, or attend seminars. Instead, Corset & Brassiere Manufacturers Assn. announces that two weeks each year is to be the industry's market week. One week falls in January, for the spring line; one week in June, for the fall line. The association represents about 175 manufacturing firms, most of whom are in New York City. During market week each company displays its line at its showroom for out-of-town-buyers. Buyers travel from company showroom to company showroom. Some 25 to 30 manufacturers are not located in New York City. These companies usually rent hotel facilities to display their products.

Wings Bras reasoned that buyers may become tired trudging from showroom to showroom. It further concluded that most buyers usually look over the merchandise of all the manufacturers, then return home to order what merchandise they wish. With this in mind, Wings Bras decided to not have an official show-

room, rather convert it to a hospitality suite, to be known as Wings Flight Club.

Club filled the entire showroom. Set up to cater to the need of buyers away from home, Wings Flight Club offered buyers a place to relax, send and pick up messages, ease tired feet, sip coffee or stronger beverages.

A novel feature of the club was a "Pick-me-up Bar," which housed an assortment (to rival your neighborhood drug store) of headache and stomach remedies. Behind the main counter bar was a back bar made of white steel shelving (about 6 x 4-ft. wide) with cubby hole partitions to hold the remedies. Cost for the shelving was \$42. Props included two apothecary jars bought in a five and dime for \$2 each. Each was filled with colored water. On the top shelf, an empty bottle and cocktail glasses stood. Front bar was rented on which a Wings Flight Club seal was tacked.

Girls staffed the Pick-me-up Bar, as well as other parts of the club, dressed in blouses and skirts. Company bought hats and wing pins at an army-navy surplus store for its hostesses to add to the mood of a "flight club."

Another area of the hospitality room was set aside as a message and package checking center. Still another featured a manicurist, either for men or women, and machines to give black or brown shoe shines. Foot vibrators were also available to buyers. Each of the service areas in the hospitality room were conspicuously



BAR stocks headache remedies.



MANICURES for males and females.

BRA model lends umbrellas to guests.





The Cavalier

**convention favorite
at Virginia Beach
Virginia**

Where the pines meet the sea—a convention spot beyond compare for complete recreational and convention facilities. A complete domain of pleasure tailored to every type meeting of groups from 50 to 400—18 hole golf course, beach club, 3 pools, tennis, top bands, entertainment.

100% AIR CONDITIONED
& FIREPROOF



Lago Mar

**new choice
in Fort Lauderdale
Florida**

Where the palms meet the sea—this exclusive secluded hotel will be available to groups up to 300 for the first time—complete convention facilities—600 feet of private beach, 2 pools, 9 hole 3 par golf course, entertainment.

100% AIR CONDITIONED
OPEN ALL YEAR

Under direction of Sidney Banks

To get things done... and have more fun
**COME TO POINT CLEAR.
YOUR PRIVATE PLEASURE LAND!**



Grand Hotel
POINT CLEAR, ALABAMA

- Home of Lakewood Golf Club, scene of network TV matches.
- Variety of meeting rooms
- Magnificent pool, deep-sea cruisers

Distinguished cuisine and service, plus luxurious comfort and the privacy of a 350-acre estate have established Grand Hotel as a favorite resort for discriminating guests. 100% air conditioned. Add to these features the finest of meeting rooms and you have all the facilities you could ask for a successful, enjoyable meeting! Available all year, except March and April.

Maximum 200 persons (120 double rooms and suites)
For Convention Information Kit, write James M. Pope, Resident Manager

GRAND HOTEL • POINT CLEAR, ALABAMA
Murray Stevenson, Vice President
Owned and operated by Southern Industries Corporation, Mobile, Ala.

IN THE HEART OF CHICAGO



Known for
GOOD FOOD

550 Air-Conditioned
Guest Rooms

WANTED!..

IN CHICAGO

SMALL GROUP MEETINGS
(250 or less)

SMALL CONFERENCES ARE
OUR BIG MEETINGS

BISMARCK HOTEL

WM. B. HORSTMAN, Gen. Mgr. • ROBERT R. CARRA, Mgr.
PAULINE BROWN, Sales Mgr.

CONVENTION ADDRESS

No matter how many political conventions you've attended, the greatest convention address you've ever heard is shown below.



CHALFONTE-HADDON HALL

on the Boardwalk, Atlantic City, N.J.
Leeds & Lippincott Co. . . . Progressive Innkeepers for 71 Years

Write for illustrated folder

EXECUTIVES

R. W. LEEDS • JOSEPH I. McDONELL
J. H. LIPPINCOTT, JR. • E. D. PARRISH
ELLSWORTH SOOY • DORIS SEARS
LAWRENCE B. RAUGH • JAMES E. KNAUFF
THOMAS J. WALSH • J. EDWARD LIPPINCOTT

The Dearborn Inn
Colonial Homes
and
Motor House

**for
Your Next
Conference
or Group
Meeting
in the
Detroit
Area**

... come to The Dearborn Inn. Here in a suburban setting, 20 minutes from downtown Detroit, 15 from Metropolitan Airport, are the services of a gracious Inn with every convenience for group meetings and banquets for up to 350 . . . 185 beautifully-appointed guest rooms with TV; two restaurants, cocktail lounge, all air conditioned. May we send brochure? Richard D. McLain, General Manager
Dearborn, Mich. LO 5-3000 Twx DE 380
Neighbor of Henry Ford Museum and Greenfield Village

marked with signs.

At a cocktail bar, fancy drinks were served with colorful straws, and cherries speared on toothpicks balanced on the rim of glasses. Two crocheted poodle dogs (really bottle covers) brightened up the bar. Another nicety of the "club" was cor-sages for women.

Timeliness of rocking chairs added to the hospitality room's success. At a time when President John F. Kennedy's rocking chair has caused a rush of comments, Wings Bras included rocking chairs in its Wings Flight Club for buyers to rest their weary bones. (Club also had a club chair lounge area as well as one which featured Philippine wicker chairs.) At the conclusion of Corset & Brassiere Market Week, three rocking chairs were raffled off to visitors of Wings Flight Club by the company.

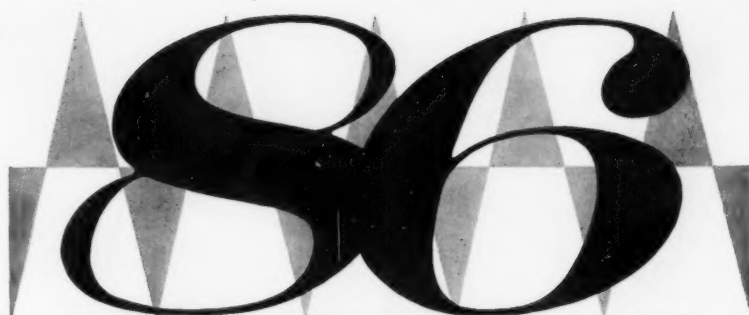
Goal of the company was to keep things as informal as possible. Buyers could see Wings Bras modeled for them upon request. Elsewhere in the room was a cart filled with an assortment of bras. However, business was conducted only if the buyer was willing. Company reports that most buyers did see the Wing Bras line at one time or another at their own request. After all, that is why these people came to New York City.

Private business conferences were held in salesmen's offices that ran off from the hospitality room. Outside of those buyers who wished to do business on the spot, most found the Wings Flight Club a good place to relax.

Invitation from President

Prior to Market Week, Wings Bras sent out a letter from the company president to buyers around the U. S. to invite them to visit Wings Flight Club. With each letter, a membership card was enclosed. Second step in the company bid for attendance was to mail a letter and a folder to the buyer's hotel as his name appeared in the buyers-in-town column in the newspaper. In addition, each morning salesmen conducted a telephone blitz to hotels to again invite buyers to Wings Flight Club.

How did the hospitality room idea work for Wings Bras? Company says that three times as many buyers attended its hospitality room as did its more traditional showroom last year.



CONVENTIONS BOOKED BEFORE OPENING!

86 Conventions Chose the Golden Triangle Convention Center Before the Doors Opened.

Because the Golden Triangle was designed by experts to be a convention center first.

Convention facilities for 10 to 1,000 • 15 expandable meeting rooms • Especially equipped sample display rooms • Hydraulic lift for massive displays • Meeting rooms wired for closed-circuit TV and radio broadcasting • Downtown location

Because Guest Facilities and Services at the Golden Triangle are the Finest in the South.

361 motel and hotel guest rooms, most with two double beds . . . completely air-conditioned . . . two restaurants . . . swimming pool . . . free parking for 700 cars . . . family rates

the
GOLDEN TRIANGLE
CONVENTION CENTER

TELEPHONE 627-5555 — NORFOLK, VIRGINIA
RICHARD B. KEELEY, GENERAL MANAGER
EDWARD T. DOTY, SALES MANAGER



NORFOLK, VIRGINIA — THE SOUTH'S NEWEST CONVENTION CITY

Q. Why are so many organizations choosing

Cherry Hill Inn

in the Philadelphia-Camden area?

- A. Because Cherry Hill can accommodate groups up to 500, with 10 magnificent, air-conditioned meeting rooms.
- A. Because Cherry Hill is a prestige address with a national reputation.
- A. Because Cherry Hill is easy to reach and has parking facilities for more than 600 cars.

One of the 7 Great
Inns of the World!

Write for brochure giving complete facts. Address Fred R. Clausen, General Mgr., Cherry Hill Inn, Box 299, Haddonfield, N. J. Or call NOrmandy 2-7200.





SKETCH is an architect's rendition of U.S. Trade Center, St. James Street, London, England. First floor is a composite of reception, lounge and product display area.

U. S. Govt. Opens London Trade Center

Aim is to help small manufacturers to get into export trade. Center offers exhibit area for products. If successful, other U. S. trade centers will be opened in Europe and South America.

UNLESS you were on St. James Street, London, England, the last week in June, chances are the opening of the first permanent showcase for U. S. products escaped your notice.

At best, you may have read a mention about the first permanent U. S. Trade Center in one of the metropolitan newspapers. Nevertheless, the opening was an important step for it marked the first major attempt on the

part of the U. S. Government to promote exports to foreign countries. U. S. Trade Center, in London, is first of more to come in Europe, Africa and South America.

Opening of the London Trade Center was kicked off with a housewares display by small manufacturers that make up the houseware industry in the U. S. National Houseware Manufacturers Assn., some time ago, conducted a survey that showed U. S.

houseware manufacturers employ an average of 233 persons. These firms have not the facilities nor other opportunity to learn about marketing in the United Kingdom.

Product competition from abroad has made increasing inroads on the U. S. market in the 1950's. In some quarters, foreign companies have become so strong that they have bought out U. S. competitors. At the same time, U. S. products have made little headway, in comparison, abroad. To help correct the latter situation, the U. S. Government has taken its first big step. In doing so, it has officially recognized the need for U. S. industry to be able to hover under the protective wing of Uncle Sam in dealing abroad.

What the U. S. Government has done is establish a London Trade Center to benefit U. S. manufacturers, both large and small. In the long run, the Trade Center may prove to be a more intimate friend of the smaller U. S. firms. Giant manufacturers have the financial wherewithal to launch research programs to develop markets abroad. All they have to do is budget for such ventures. To be sure these giants can make use of the London Trade Center, but the firms that will really benefit are those firms that could never hope to market in England without this government service.

To Promote Travel, Too

Trade Center is a combination display center, marketing consultant and sales office. In between these activities, the U. S. Government hopes to have a little time left over for the office to promote travel to the U. S.

Trade Center is a newly renovated building with ground floor area of 4,500 sq. ft. Display area is separated from the rest of the center on the first floor by folding doors. Area is equipped with both 110 and 220-volt current lines concealed in vinyl-coated false walls at intervals around the baseboard. Heating is provided by a radiant hot-water system in the ceiling to permit the maximum of floor space to be used for displays.

Adjacent to the display area is a conference lounge, equipped with tables, chairs, business reference library and telephones for use of buyers, agents and U. S. company representatives. More private conference rooms are available on the third floor

**THESE CLIENTS
OF LONG STANDING
ARE EVIDENCE OF
OUR ABILITY
TO CREATE
AND SERVICE
YOUR EXHIBIT
PROGRAMMING**

ABBOTT LABORATORIES
North Chicago, Ill.
ANSUL CHEMICAL CO.
Marinette, Wis.
ARMOUR PHARMACEUTICAL
CO. Chicago, Ill.
BELL & GOSSETT COMPANY
Morton Grove, Ill.
COMMONWEALTH EDISON
COMPANY Chicago, Ill.
CRANE CO. Chicago, Ill.
THE CREAMERY PACKAGE
MFG. CO. Chicago, Ill.
DOUGLAS FIR PLYWOOD ASSN.
Tacoma, Wash.
THE DOW CHEMICAL
COMPANY Midland, Mich.
E. I. duPONT deNEMOURS & CO.
Wilmington, Del.
EASTMAN KODAK CO.
Rochester, N. Y.
EKCO PRODUCTS COMPANY
Chicago, Ill.
GEORGIA-PACIFIC CORP.
Portland, Ore.
GENERAL ELECTRIC CO.
Louisville, Ky.
GENERAL ELECTRIC,
X-RAY DIV. Milwaukee, Wis.
ILLINOIS BELL
TELEPHONE CO. Chicago, Ill.
INTERNATIONAL BUSINESS
MACHINES CORP.
New York, N. Y.
INTERNATIONAL
HARVESTER CO. Chicago, Ill.
JOHNSON SERVICE CO.
Milwaukee, Wis.
MEAD JOHNSON & CO.
Evansville, Ind.
MINNESOTA MINING &
MFG. CO. St. Paul, Minn.
MOTOROLA INC. Chicago, Ill.
OWENS-CORNING FIBERGLAS
CORP. Toledo, Ohio
PEOPLES GAS LIGHT &
COKE CO. Chicago, Ill.
PORTLAND CEMENT ASSN.
Chicago, Ill.
STANDARD BRANDS INC.
New York, N. Y.
SWIFT & CO. Chicago, Ill.
THE TRANE CO., La Crosse, Wis.

A complete professional service including counsel, planning and design,
construction, installation *anywhere* and storage if desired.

**General
exhibits
& displays
inc.**

2100 NORTH RACINE AVENUE
CHICAGO 14, ILLINOIS

WE PRODUCE
in our own shops:

Convention Exhibits
Museum Exhibits
Trade Fair Exhibits
Traveling Exhibits
Showrooms
Sales Meeting Props
Models
Cutaways
Engineered Animation
Audio-visual Devices

of the trade center.

Portion of the reception room will display color transparencies of various resort areas in the U. S. to help boost interest in U. S. travel. Also on hand are printed literature from almost every state in the union.

Key to any success that the London Trade Center may enjoy in the future is not the display area for U. S. goods, but the services the office can provide. Our Government recognizes this. Policy of the Government is to help U. S. firms develop markets for goods that will sell. Only stipulation is that firms, in order to use the services and exhibit opportunity the Trade Center provides, must not now be marketing in England. These firms will be given priority; all others will have to wait their turn.

Trade Center will help U. S. firms determine what products are marketable in England. Data used to determine which products are marketable come from surveys and other information furnished by the commercial offices of U. S. Embassies and Consulates there. Center will make arrangements to display a firm's products and act as go between to find the company agents in England to handle the goods. London Trade Center's function is to induce agents to handle U. S. goods rather than to sell the consumer.

An "Exhibitors' Joint Fund" provides the financial power for the Trade Center to engage a local public relations firm to conduct promotional campaigns designed to bring buyers from all over England to London. Money chipped in by the firms that exhibit products will go towards press, radio and television coverage; special press conferences; receptions; special invitations to trade organizations; trade journals; and individual companies and buyers. Another aspect of the Center's promotion is a "Continental Buyers Week," wherein commercial field offices of U. S. Embassies will focus attention on the London Trade Center. Concentrated promotion is hoped to attract European, mainland buyers to the Center.

Fall Displays Slated

Already displays have been scheduled for as late as the fall and early winter. These include: Foodstuffs Display, Sept. 5-26; Apparel - Western, Utility and Casual Wear, Oct.

2-20; Apparel - Women's Wear, Oct. 23-Nov. 10; Apparel - Infants' and Children's Wear, Nov. 13-Dec. 1; Alcoholic Beverages, Dec. 3-30; Toys, Jan. 8-Feb. 9. More are scheduled to follow the toy display, but dates have not been set.

Physical decoration is largely the result of U. S. donations of material to revamp the 57 St. James Street building (formerly a cafeteria). Stainless steel window frame and doors were provided by Schacht Associates, New York City. Walnut wall paneling and oak floors were donated by Nickey Bros., Inc., Memphis, Tenn. Other donors were: The Bourbon Institute, New York City; Cramore Products, Inc., Point Pleasant, N. J.; Covered Wagon Products, Morton Grove, Ill.; Ebco Manufacturing Co., Columbus, O.; Eaton Bros. Corp., Hamburg, N. Y.; and Romanoff Caviar Co., New York City.

Is the Trade Center worth the expense? There are two answers to this question. First is partly emotional. That is, it has got to be worth it. U. S. products must go abroad. Competition can no longer be regarded as another firm in your city, state or country that manufactures a similar product to yours. Your opponents are in Europe, Far East, South America, and someday Africa. Time it takes to ship goods from these points to the U. S. is no barrier to competitive selling. Nor is it for U. S. firms to sell abroad. U. S. firms must knock heads with foreign countries today to be competitive.

Worth Investment

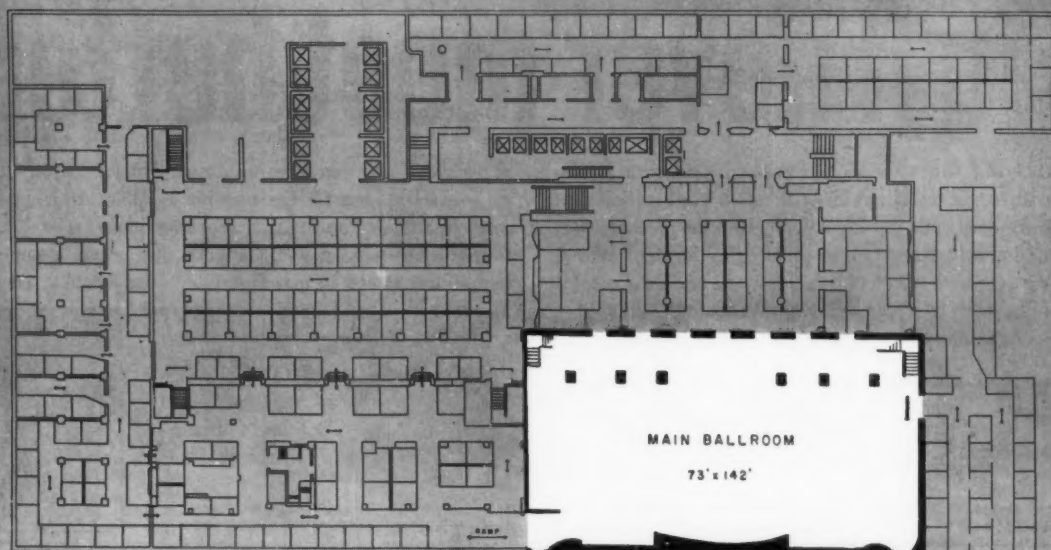
Second answer as to whether the Trade Center is worth it comes from Englishman Eugene J. Kaplan, director, British Commonwealth Div. His answer is definitely, "Yes." He says, "The United Kingdom is a big market, of more than 52 million people and 16 million households. Britain is also a rich market. While the British economy has had its ups and downs throughout the post-war period, close to full employment in more populous regions of the U. K. for a decade and a half has greatly boosted consumer purchase power."

Import controls have been greatly reduced if not eliminated in England, thereby making the market of U. S. goods plausible. Last of the stringent tariffs were virtually eliminated at the end of 1959, according to Kaplan.

When you think of conventions, think first of **HILTON HOTELS**

NEW YORK
The Waldorf-Astoria The Statler Hilton
The Savoy Hilton
CHICAGO
The Conrad Hilton The Palmer House
ALBUQUERQUE
Hilton Hotel
ATLANTA
Hilton Inn (airport)
BOSTON
The Statler Hilton
BUFFALO
The Statler Hilton
CINCINNATI
The Netherland Hilton The Terrace Hilton
CLEVELAND
The Statler Hilton
COLUMBUS
The Deshler Hilton
DALLAS
The Statler Hilton
DAYTON
The Dayton Biltmore
DENVER
The Denver Hilton
DETROIT
The Statler Hilton
EL PASO
Hilton Hotel
Hilton Inn (airport)
FORT WORTH
Hilton Hotel
HARTFORD
The Statler Hilton
HOUSTON
The Shamrock Hilton
LOS ANGELES
The Statler Hilton
BEVERLY HILLS
The Beverly Hilton
NEW ORLEANS
Hilton Inn (airport)
PITTSBURGH
The Pittsburgh Hilton
SAN FRANCISCO
Hilton Inn (airport)
ST. LOUIS
The Statler Hilton
WASHINGTON, D. C.
The Statler Hilton
BERLIN, GERMANY
The Berlin Hilton
CAIRO, EGYPT, U.A.R.
The Nile Hilton
ISTANBUL, TURKEY
The Istanbul Hilton
MADRID, SPAIN
The Castellana Hilton
MEXICO CITY, MEXICO
The Continental Hilton
ACAPULCO, MEXICO
Las Brisas Hilton
MONTREAL, CANADA
The Queen Elizabeth
(A CNR Hotel)
PANAMA, R. P.
El Panama Hilton
SAN JUAN, P. R.
The Caribe Hilton
ST. THOMAS, U.S. VIRGIN ISLANDS
The Virgin Isle Hilton
SANTIAGO, CHILE
The Hotel Carrera
ASSOCIATED HOTELS IN AUSTRALIA
MELBOURNE
The Chevron Hilton
SURFERS PARADISE
The Chevron Hilton
SYDNEY
The Chevron Hilton

HILTON HOTELS AHEAD AGAIN

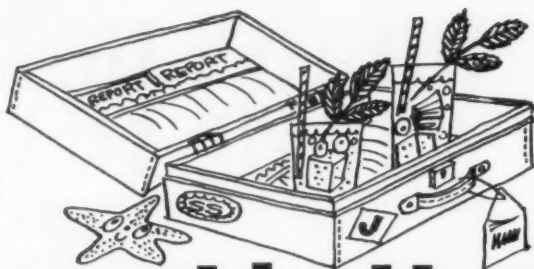


LARGEST HOTEL EXHIBIT AREA IN NEW YORK TODAY

As your convention needs expand, Hilton's giant convention facilities expand too. And they always keep a step ahead. Take, for example, the Statler Hilton in New York. With the new floor recently built over the lobby, it now offers the largest exhibit area of any hotel in the city...45,000 square feet accommodating 338 booths, and all on one floor. Hilton leads in other cities, too. All over the world Hilton hotels are ahead, so when you think of "Conventions", consider Hilton.

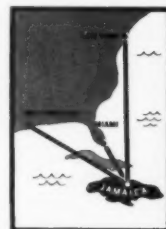
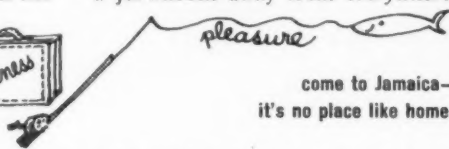


come to Jamaica— you'll never meet better!



Jamaica is *the* place to hold your next sales meeting. Facilities are superb for meetings large or small. The business part of your meeting runs like clockwork. And the pleasure part is an end in itself. Jamaica is an excitingly "foreign" island, bubbling over with wonderful things to see and do. Colorful shops bulge with free-port bargains. Weather is 24k. gold — and dependable as Fort Knox! Best of all, Jamaica is *not*

expensive! You can have unlimited fun on limited funds. So why settle for a ho-hum meeting *anyplace*, when you can meet in Jamaica and really meet *someplace*! The Jamaica tourist office nearest you (or your own travel agent) will happily assist you in planning your sales meeting. Do plan to come soon — Jamaica is now just a jet-whoosh away from *everywhere*!



JAMAICA IN THE WEST INDIES • Jamaica Tourist Board, Kingston, Jamaica, W. I. • New York • Chicago • Miami • Toronto • Los Angeles • San Francisco
SEE ANY TRAVEL AGENT • Jet service from major cities: 10 international airlines serve Jamaica. Also, regular sailings from New York, Miami and New Orleans.



*A Gracious Welcome
for your Convention . . .*

Westward Ho

IN PHOENIX

With every facility to make your convention a success, the Westward Ho in Phoenix is the ideal setting in the heart of the famous Arizona resort area. Patio rooms and suites, a pool, and the Thunderbird Room seating 1500 people.

Write to Westward Ho, Phoenix, Arizona or . . .



Associated Federal Hotels

CECIL MILLS, President
JOHN B. MILLS, Chairman of the Board

Mercantile Securities Bldg., Dallas

He adds, "Result is that, during the past year, British consumers have had an opportunity, in many cases for the first time since 1939, to purchase a wide range of U.S.-made consumer goods."

What have they been buying? Kaplan reports, "Imports of cotton, synthetic, and blended fabrics from the U.S., as well as apparels, costume jewelry, household linens, glassware, kitchen and other small domestic electrical appliances, refrigerators, musical instruments and some canned foods have recorded substantial gains."

Trade Center is not a "walk-in-take-over opportunity." It will take work for U.S. firms to develop mar-

kets in Britain. U.S. goods will have to compete with the keen competition of British goods. However, as Kaplan points out, so do British goods have keen competition on the U.S. market.

Tests U.S. Goods

Point to remember about this first Trade Center, and the ones to come, is that for the first time the U.S. Government has provided an opportunity to test U.S. goods abroad with a small investment. Now the questions remain: Will U.S. firms take hold of the opportunity; will the Trade Center operate as efficiently as it is hoped? ♦



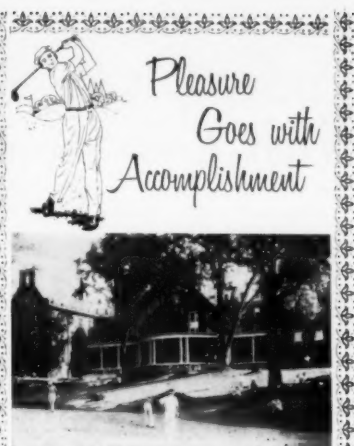
Live Exhibit for Lockheed

LIVE chimpanzee, in enclosure, drew interested spectators. Animal is used to help tell the story of Lockheed Missiles and Space Division's biomedical development program in cooperation with U.S. Air Force. Elsewhere in exhibit, a prototype of a chimpanzee-carrying space capsule (which revolves on a turntable) is on display. Three-sided trylon panels, behind spectators on right, rotate simultaneously to present three phases of man-in-space background story. Exhibit was designed and built by William Sanford, Inc., San Francisco.

FREE SERVICE . . . FOR SUBSCRIBERS ONLY

A full service department is at the disposal of our readers who have problems in finding sites for their meetings or special events. If you are not quite sure where to meet, or if you cannot get exactly what you want, write or call: Meeting-site Service, Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa., WALnut 3-1788.

When you write or call for aid from Meeting-Site Service, please include as many facts about your needs as possible in your initial inquiry. These facts include: how large a group is involved, probable dates, areas or cities you would consider, special facilities you need or prefer.



when you meet at Treadway OTESAGA IN COOPERSTOWN

There's a surefire, balanced formula for your meeting's success at Otesaga: Fine facilities plus seclusion plus special Otesaga advantages that add up to accomplishment with pleasure.

CHECK THESE ACCOMPLISHMENT FEATURES

- ☐ Otesaga Flexibility—Accommodations for 2, 20 or 200 with meeting rooms of all sizes
- ☐ Trained Staff—To Help Meeting Leaders Plan and Move Agendas Smoothly
- ☐ 18 Hole PGA Golf Course
- ☐ Heated Pool, Sailing, Lake or Stream Fishing
- ☐ Hall of Fame and Two Fine Historic Museums Nearby
- ☐ Famed Treadway Meals—Including Buffets, Outdoor Barbeques as Meeting Highlights
- ☐ Easily reached—by N.Y. State Thruway or Airlines and Otesaga Limo Service. Private plane facilities nearby.

1961 DATES STILL OPEN

Several choice periods for smaller groups (under 50) open now to mid-October. Call our Conference Director, Larry Morgan, or write to Kenneth Arnold, Innkeeper.

The Treadway
OTESAGA
100 LAKESIDE ROAD
COOPERSTOWN, N. Y.

Represented by
Robert F. Warner Associates,
New York Washington Chicago
Boston Toronto London
Los Angeles Seattle San Francisco

What You Should Know About

INCENTIVE TRAVEL

Its success depends on analysis of competition, realistic goals and fair value. Big mistake is to worry about price of trip. Rule for sponsor: Don't try to fool anyone. You can't.

DO YOU think incentive contests create business? They don't! Who says so? A man whom you might suspect of heresy since he heads a company that specializes in incentive travel promotions.

"Travel incentives do not create new business," says Martin B. Iger, president, Martin B. Iger & Co., New York City. "They merely shift business from one brand of merchandise to another. Only a consumer contest can create new business," he says.

"Dealers or distributors who are loaded with a particular brand to earn a trip will divert consumer purchases to that brand," Iger explains. "It stands to reason that merchandise that is longest in their inventories must be unloaded in order to get back their dollars. If they pushed something in short supply, they

would have to reorder, and be forced to invest more cash. It is axiomatic that dealers sell hardest what they have most of."

What are the basic guides to help you plan successful incentive programs? Iger offers these "rules":

1. Know your competition: "Each company must realize that it is not alone when it plans an incentive program," Iger points out. "Unfortunately, a company is not always equipped to know what competition is doing. The dealer will not tell the manufacturer's salesman that he can't buy heavier—he is already overloaded with another line because of an incentive promotion.

"Because feed-back from the field on competitive activities is less than perfect. Incentive travel programs can be doomed unless they are based on complete facts of what is going on in the market place."

It's hard for a manufacturer to know the "inside" of the retail market—what all competitors are doing and how dealers and distributors are reacting to it—without "outside" help, says Iger.

2. Must be profit oriented: "Many incentive travel programs fail to get top profit because executives are afraid to fully commit themselves," Iger declares. "Too often a sales



DEALERS respond to lure of good trip, no matter how many they have taken.

executive is merely satisfied with just an increase of sales over the previous year. He overlooks this: Even with an increase in volume, profits may be lower," Iger points out.

"In many instances, marketing executives try to play it safe. They'll offer a minimum quota. They'll set up a program based on an \$8,000 wholesale-price quota, for instance, when the market could easily take \$10,000. With the larger \$10,000 quota, if a dealer buys (and can sell) \$10,000 in merchandise, he



IT'S not always easy to know a competitor's marketing plans.

Where you CAN mix business with pleasure

Whether you're ten or a thousand, plan to get away to a spot where you can buckle down when there's buckling down to be done . . . let loose and relax when the day's work is over. And remember, it's hard to resist a convention call when you offer delegates the chance to get away from it all, to Caribbean sun or gay Mexico City.

Get the full convention story on any of these fine hotels from the Sales Division, Hilton Hotels International, The Waldorf-Astoria, New York 22, New York—Telephone MUrray Hill 8-2240.

...check these Hilton
International Hotels
first...

Continental Hilton

IN THE HEART OF MEXICO CITY . . .



For meetings of from 40 to 350. All 400 rooms are air-conditioned and overlook the most fashionable section of the city. For an unforgettable pre- or post-convention trip, visit the nearby Las Brisas Hilton in Acapulco.

El Panamá Hilton

IN THE GLAMOROUS REPUBLIC OF PANAMA . . .



Some of the most progressive organizations have turned to El Panamá Hilton for their conventions. Serving up to 1200 persons, this beautiful hotel has its own tennis courts and pool.

Caribe Hilton

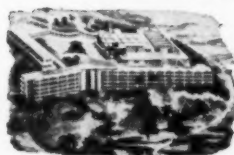
SAN JUAN • PUERTO RICO • U.S.A.



For groups of 10 to 800. Complete seclusion, plus facilities for all sports, and exciting night life of San Juan. 450 air-conditioned rooms. En-route, visit the Virgin Isle Hilton at the free port of St. Thomas, U. S. Virgin Islands, only 25 minutes away by air.

trinidad hilton

ON THE FABLED ISLE



Interesting, new hotel for meetings of 10 to 450. Built into hillside overlooking city and harbor of Port-of-Spain. All 261 guest rooms and meeting areas air-conditioned. Ballroom and two dining rooms for business sessions.

HOTEL CARRERA

IN BEAUTIFUL SANTIAGO • CHILE



Famous hotel now Hilton operated. Convention facilities for 450 in four dining rooms and roof-garden ballroom. 400 luxury rooms and suites, plus magnificent presidential suite in penthouse. Open-air swimming pool on 17th (top) floor.

Hilton Hotels  *International*

CONRAD N. HILTON, PRESIDENT

TAKE THE NIGHT OFF

But not before you've completely squared away the day's business . . . no large task, 'cause that's what we're geared for. As a matter of fact, we're up to our ears in easels and mikes and stages and spotlights and projectors and viewing screens plus 17 acoustically perfect, air-conditioned meeting and banquet rooms . . . whatever you need for a profitable convention. But take the night off! You don't have to impress us, you know. Let loose. Have a cocktail in the Town Room (lobby level). Then lay fork to our prime roast beef. (No need for a knife . . . it's that tender and very good.) Or tarry to the Motor Bar (street level) for spirited entertainment to the wee small hours. Let's work (and have fun) together. Respectfully, the Sheraton-Cadillac, Detroit's largest hotel. Full details? We'd like to send them to you, just write to . . . Bill Goldsberry, Sheraton-Cadillac Hotel, 1114 Washington Boulevard, Detroit 31, Michigan.



Mr. Meeting Executive . . .
We can help you
create greater

Impact

. . . call, write or wire the
BETTER
BUSINESS } specialists!
MEETING }



ALAN M. FISHBURN
Productions

333 NORTH MICHIGAN AVENUE
CHICAGO 1, ILLINOIS Dearborn 2-0657

Glad to GREET you

With complete facilities that assure
a successful carefree meeting

With hotel or private cottage accom-
modations, fine food, interesting
sports facilities, etc.

With personalized attention to
good service and come-back-again
hospitality

90 miles from Phila. & N. Y. C.

For information call our offices in:
N. Y.—LO 5-1115 • Phila.—KI 6-1937
or write: EDWARD C. JENKINS

THE **SKYLINE INN** and
Cottages
MOUNT POCONO, PENNSYLVANIA
at the Top of the Poconos



TRIP should include business meet-
ings, introduce policies, products.

earns the trip. If he only buys \$8,000, he doesn't go. The manufacturer or distributor still has that \$8,000 in sales, and chances are good that the dealer can be prodded for the extra \$2,000 purchase," says Iger. "Make no mistake, no dealer will risk solvency for a trip. If he buys the extra \$2,000 in merchandise, he can sell it at a profit.

"When you have a reasonable goal and realistic quota, don't lower it for 'safety'. This eats into your profits."

Dealers have been bombarded with trips from every direction in the last several years. What makes them come back for more? Will they continue to accept travel promotions?

"No matter how many trips a dealer has been offered," says Iger, "nor no matter how many trips he has taken, he will still respond to the lure of a good trip."

Dealers are sophisticated travelers. "They know when they are getting something good, and they know when they are cheated," Iger points out. "Very often a company will offer a \$500 trip, but then will try to shave down the cost. It may get it down to \$375, but it isn't fooling anyone. Dealers know they have gotten less than what they were promised—the 'package' isn't the same.

"Any informed adult knows the value of a Florida trip out-of-season, and he knows about in-season rates, too. Simple fact is that trip winners don't want just vacations. They want the psychological lift of having the best there is at the moment. You don't get deluxe accommodations and services at cut-rate prices—below what an incentive travel expert can quote for the best."



NEVER use cut-rate trip. Dealer is sophisticated traveler who knows value.

3. Match reward to goal: "Don't use cut-rate trips, particularly if you are selling top-quality merchandise," Iger cautions. "A common error of a manufacturer is to underrate his distributors or dealers by giving them a cheaper trip. The company may have a successful program the first time around, but when the salesman calls next year, no one will buy.

"You must match the trip to the merchandise even if you are dumping obsolete goods," says Iger. "Make the trip better than they bargained for. Next time around it will pay off and your people will work harder to hit the jackpot."

4. Watch your timing: An incentive promotion must be kept short enough to maintain "fever heat" and still allow enough time for people to reach their goals. "Timing is important," Iger points out, "not only with regard to the duration of the contest, but also according to seasonal movements in the market."

With incentive travel, price, literally, may be no object. "Never be concerned with the cost of the trip," Iger advises. "If you are making this a prime concern, you've defeated your own purpose. It doesn't matter what the trip costs. If a man doesn't earn it, he doesn't go, and it costs nothing. If he earns the trip, the cost is paid for, so the cost is not a valid first consideration. What is first, is to set a realistic goal and to



Keep your group together
on the mountain.
No distractions.
Complete air-conditioned
meeting facilities
for 2 to 200 persons.
New idea? No.
Over 300 companies
have held nearly 1000 meetings
here already.

The Motel on the Mountain

Suffern, N. Y.

One Hour From Times Square

Thruway Exit 15

Elmwood 7-2500

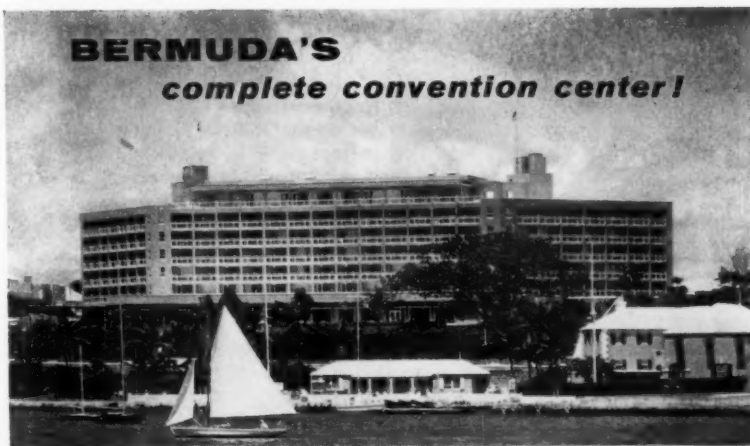
Restaurant, Coffee Shop

Brochure on Request



BERMUDA'S

complete convention center!



THE BERMUDIANA

AIR CONDITIONED

Perfect location, right in the heart of Hamilton. Convention groups to 400. Three spacious meeting rooms, plus committee rooms. Complete sound and projection equipment. Swimming pool, private Beach Club.

All sports close by. Finest Continental and Bermudian cuisine. Famous Moongate and Sunken Garden nightclubs. Unlimited hot and cold fresh water.

CARROLL F. DOOLEY, Managing Director

Under same Management: HARMONY HALL HOTEL in colorful Paget.
For group meetings, conferences, small conventions.

ROBERT REID ASSOCIATES INC. Representatives

610 Fifth Avenue, New York 20, PL 7-2444
CHICAGO • HOLLYWOOD • MIAMI • TORONTO

apportion a percentage of sales costs toward the trip.

"For instance, assume that we use a 5% of wholesale price of merchandise as the accepted sales cost toward a trip. In order for a dealer, distributor or sales person (if it is a contest for company personnel) to earn a trip, he would have to buy or sell \$10,000 worth of merchandise in order to earn a \$500 trip. Actually, on very desirable items, that sales-cost percentage could go down as low as 2%."

When a salesman or dealer sells far above the trip quota, he still

earns the same trip. But this actually brings the percentage for sales cost down for the promotion.

"When obsolete or so-called 'dump' merchandise is involved," Iger says, "percentage of sales cost allowed for a trip could go as high as 12%. However, it certainly is wiser to have a 12% cost of sales on dump goods, than to have to take a beating of as much as 50% to unload inventory at a cut-rate price.

"Just to cite one instance," says Iger, "several years ago we set up a merchandising trip award for a national manufacturer. He had \$4.5

million in inventory which he wanted to unload. Cost of sales for the incentive program would have been \$300,000. Short-sightedness of the plant manager cut the program off. Later the merchandise had to be sold at a loss of \$2.5 million. Wouldn't it have been better to spend \$300,000 to sell the inventory than to take a beating of \$2.5 on the same merchandise?

"I definitely see incentive travel as a means to limit loss," says Iger.

Incentive trips should never be all pleasure, according to Iger. "Business meetings should be scheduled as part of the trip. Those who take the trip should be told about the business sessions in advance.

"Meetings should be strictly business—to unveil new products and to discuss future plans and promotional schemes. What's more, order taking should be a definite part of these sessions. Special order blanks to indicate the site at which the orders were written, should be printed."

As much as 18% to 20% more business can be written at such meetings than back home, according to figures Iger has culled from better

YOUR NEXT MOVE... for your next meeting

LOCATION:

Although 18 minutes from the heart of Miami over the famous Rickenbacker Causeway, the seclusion of The Key Biscayne and its many self-contained diversions assure unusually high attendance at all meetings.

FACILITIES:

Ideal meeting rooms, modern equipment; Pitch 'n Putt golf course; 9-hole golf course on the island; 2 swimming pools; tennis courts; 2½ miles of ocean beach; Hotel and Villas air-conditioned, heated.

CUISINE: For anyone who enjoys fine food—and who doesn't—Key Biscayne is truly a gourmet's Paradise... treating your appetite to the 60-foot Buffet with its epicurean masterpieces... enjoying a tid-bit in the Patio... a refresher at the Island Bar... or dinner-dancing in the Cape Florida Room.

SPECIAL FUNCTIONS:

Beach parties and luncheons along the shores of the Atlantic at our new Chickee, "El Bohio"—professionally staged Water Shows—steak fries and lobster bakes—International Nights featuring exotic dishes, and many others.

PERSONNEL:

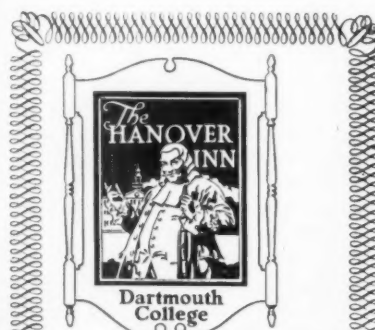
Our staff is widely known for its experienced, capable planning and handling of groups from 25 to 250 persons.

Send for FREE four-color brochure which answers all your questions. Write Dept. S.



The Key Biscayne
HOTEL AND VILLAS

701 Ocean Drive • Miami 49, Florida • Tel. EMerson 1-5431
Nationally represented by Robert F. Warner, Inc.
New York • Chicago • Washington • Boston • Toronto, Canada



where
business groups
return regularly

"Just far enough away for a close understanding." Special group services for 15-150. For your meeting, clinic, convention, exhibit, school or conference. Transportation excellent by train, plane or car. Popular with businessmen, engineers, medical and educational groups. Literature on request.

THE HANOVER INN
& MOTOR LODGE

Hanover, N.H. • Tel. 410
TWX • Hanover, N.H. 283U.



than two decades of incentive travel planning.

"Important to the trip," says Iger, "is to have pictures of all meetings and of participants. Copies of photos should be sent to trip winners after they return home."

Incentive travel programs some-

times fizzle. If travel is so great a lure, why don't all incentive programs with travel rewards prosper?

"There are only three reasons for failure," says Iger. "First is timing—knowing the competitive market. When you try to buck a trend nationally, you certainly do not insure success. If, for instance, refrigerator sales are off nationally, no dealer will buy a loading promotion on refrigerators. Few will risk their businesses for any trip.

"Second factor for failure is to try to include the cost of the trip in the price of merchandise," Iger points

out. "If you jack up the price of merchandise by 5% or more to include the trip cost, the goods immediately lose their competitive quality. They become over-priced according to their class. Dealers and distributors are not stupid; they won't buy.

"Third reason for failure is a poor 'package'. Salesmen, dealers and distributors are sophisticated. They know the value of a trip. If they think the reward is not equal to what you expect them to do, they won't respond. For dealers, there are plenty of trips. There's always someone else who can offer a better deal." ♦



invites you

TO THE GREAT HALL (2,000-SEAT BALLROOM)

IN THE ALL-NEW

PICK-CONGRESS

CHICAGO



- The Convention Center right where you enter.

All function rooms concentrated on first three floors and served by new automatic elevators, by huge-capacity escalators, by a mammoth checkroom serving 4,000.

- Gold Room seats 1,000.
- Banquet-Exhibit Hall on ground floor—10,000 square feet—seats 1,600.
- 1,000 newly furnished guest rooms and suites.
- Completely air-conditioned.
- On Michigan Boulevard overlooking the park and the lake. Send for your free, illustrated booklet completely describing all facilities.

JAMES SHEERIN,
General Manager

FOR FURTHER INFORMATION
Phone: HArrison 7-3800
Teletype: CG-648



Albert Pick Hotels and Motels...31 locations including:

New York—Belmont Plaza, facilities for 400

Detroit—Pick-Fort Shelby, facilities for 600

Cleveland—Pick-Carter, facilities for 1,500

Minneapolis—Pick-Nicollet, facilities for 1,500

Pittsburgh—Pick-Roosevelt, facilities for 450

GENERAL SALES OFFICE
20 North Wacker Drive, Chicago
Telephone: STate 2-4975
Teletype: CG-1746

NEW YORK CITY
541 Lexington Avenue
Telephone: PLaza 9-1200
Teletype: NY 1-3877

WASHINGTON, D.C.
1100 15th Street, N. W.
Telephone: DIstrict 7-4800
Teletype: WA-223

Operated in the tradition of over a century of hospitality by the Albert Pick family

For your

SPRING — SUMMER — FALL

CONVENTION

New England's largest—most famous Resort



All Inclusive Rate . . . No Extras!

These special features can make your next gathering the best ever!

• 10 separate meeting rooms • exhibition hall • 800 capacity dining room • 18 hole golf course • 5 tennis courts • 2 olympic heated pools • unusual entertainment • lake fishing • boating • water skiing • outdoor buffets • lobster roasts • bar-b-q's.

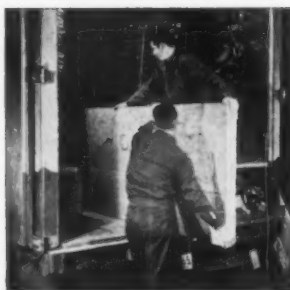
TWO FAMOUS ORCHESTRAS

Nightly Floor Shows
Write today for color brochure, programs, menus and special rates.

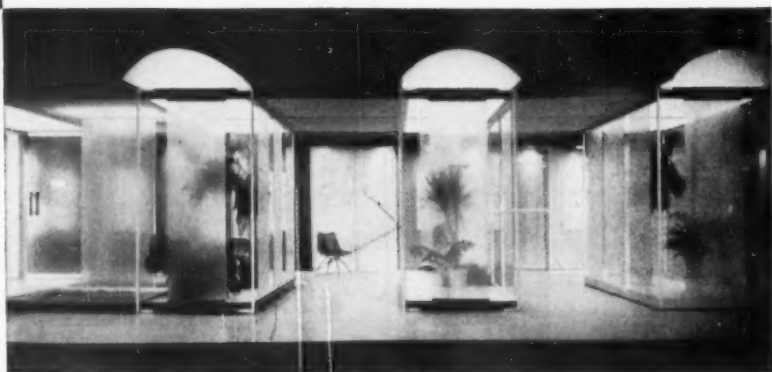
SPECIAL LADIES' PROGRAMS:

Antique-ing Trips . . .
Franconia Tour . . . See the Old Man of the Mountain . . . Cannon Mt. Aerial Tramway.

Ben Harrison, Director of Sales
The Mount Washington Hotel
1 East 57th Street New York, N. Y.
PL 5-7640



Plenty of ups and downs
for this glass exhibit
-without a single break!



America's Most Recommended Mover

● To introduce new textures and patterns of structural glass to architects, American-Saint Gobain Corporation used Mayflower to put the show "on the road."

Careful handling was essential for each installation and disassembly. Pre-scheduled exhibition dates demanded exact timing. The same Mayflower van, the same experienced driver, met every requirement on this coast-to-coast tour.

Mayflower accredited movers helped install it; handled repacking, reloading, transportation and *on-time* delivery!

Send for illustrated booklet on 17 good reasons why *you* should use Mayflower's special exhibit moving service.

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS, INDIANA

What to Do When There's Nothing New

Bottles haven't changed much in centuries. Ingenuity has to make up for lack in new-product drama. Owens-Illinois tries a dose of "corn" for its sales meeting.

HOW DO YOU make a sales meeting interesting when you don't have flashy new models as does the automobile industry nor revolutionary new products such as an electronic mousetrap?

Prescription Ware Division, Owens-Illinois Glass Company, is faced with this problem twice each year. Its

products, glass bottles and vials for the nation's druggists, have been used for generations—actually for centuries.

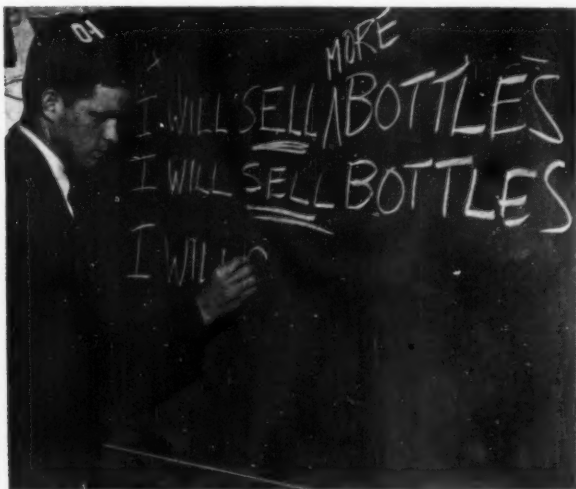
Conservatively, glass bottles have been used to carry medicines since the invention of the blowpipe in 300 B.C. because of glass' natural attributes of purity, chemical inertness and resealability. Owens-Illinois and

predecessor companies have sold prescription ware since shortly after the turn of the century.

Naturally, many improvements have been made. Shapes have changed for easier use. Corks have been replaced by convenient plastic closures. Weights have been reduced and strengths improved. But basically the



"FRESHMAN" exam, designed for all to fail, focuses attention on need for knowledge.



OLD fashion teaching technique is used to gag up meeting. "STUDENTS" pledge allegiance to bewigged sales manager.

glass bottle does the same thing today for wonder drugs that it did for the sutler's wagons and their patent medicines in the Civil War. It takes the goods to the consumer.

Meet Twice a Year

Twice a year Owens-Illinois calls together its prescription ware field representatives for sales meetings which deal with the things all sales meetings do — quotas, procedures,

good sales practices. It is the ingenuity that goes into planning these meetings that sets them apart. They may be made up of several parts "corn" but O-I feels more of the serious sales information stays with a salesman who receives it in pleasant, entertaining doses.

This year the group's theme was "Back to College" and the campus was an Atlanta motel.

Unsuspecting salesmen entered the classroom to the sound of a ringing

school bell. Roll was called.

All classrooms must have a portrait of George Washington on the wall, but on closer inspection the man under the white wig was the division's manager, Joseph J. Geagan, of Toledo, Ohio. This inspirational visage evoked a pledge of allegiance:

"I pledge my all to Joseph Jeremiah Geagan and to the corporation for which he stands . . ."

All Flunk Test

A freshman test, designed so that all would flunk, was next on the program. These were questions on corporate structure, competitors, sales policies, etc. The 10-minute time limit precluded any passing grades and showed the students areas in which further study was needed.

Capped and gowned, Professor Geagan made his entrance. Freshman beanies were passed out (despite the flunking of the entrance exam), and a tape recorder broke into the school song. To the tune of "Hey, Look Me Over" from Wildcat, libelous statements about competitors, private jokes and school loyalty were echoed throughout the hall.

The class then settled down to such courses as Dramatics 103 ("Demonstrations That Sell"), Political Science 201 ("Competition at Large"), and Logic 202 ("Your Pattern of Selling"). After a day and a half of classes, and a field trip to the local O-I glass container plant, students had made an amazing recovery. From flunking the freshman test they earned their PhD's—Prescription Ware Hustler Deluxe — and diplomas were awarded accordingly. Beanies were tossed in the air.

The Duraglas College of Rx Ware Knowledge folded its ivy tent and went back to work. ♦

**Over 4,000 People
Can Attend Your
Convention Sessions
via this Closed-
Circuit TV**

Hotel Claremont . . .

the hotel with the most
convention space West
of the Mississippi . . .

now features a complete Closed
Circuit TV system in all public and
guest rooms. Fill all 35 conference
and meeting rooms, and still everyone
can view the same presentation
at the same time. Makes planning
more flexible than ever before
for professional seminars,
lectures, sales meetings.

**68,500 sq. ft.
of
Exhibit Space**

**22-acre
garden setting
overlooking
San Francisco
Bay**

**New
Conference Wing
for study groups,
training sessions,
workshops**

**Parking
for
1200
cars**

**Banquet
service for
4,000**

**Check these
features,
then call,
write or wire
for a
complete
presentation:**

**Hotel
Claremont**

OAKLAND/BERKELEY, CALIFORNIA

TH 3-3720 TELETYPE OA 520

MURRAY LEHR
Managing Director
VICTOR ROBERTS, General Manager





*invites you
to consider*

THE 1500-SEAT BALLROOM
at the
PICK-CARTER
CLEVELAND
600 attractive suites and rooms
Telephone PR 1-7200 • Teletype CV-112

meet with success at **TOWER ISLE**

Jamaica's outstanding convention hotel



You'll be glad you met at air-conditioned Tower Isle, the hardly conventional convention hotel in Jamaica, West Indies. Tower Isle offers every kind of facility for every kind of meeting. And when the day's business is done, you'll find a world of fun at Tower Isle. Daytime events include swimming, sailing, tennis and cycling. Evening events include crab races, native

floor shows, and dancing under the stars ...all at no extra cost. Skin-diving, water-skiing, deep sea fishing, and golf at a nearby course are available (slight fee, but worth it!)

For a meeting that's out of this world, yet only a few jet hours away, come to Tower Isle. It's the most unforgettable place you're likely to meet!

TOWER ISLE HOTEL JAMAICA

Represented by Utell International, Essex House, New York. Also Boston, Chicago, Dallas, Miami, Montreal, and Toronto.

Another **RECORD BREAKING YEAR!**

at the \$20,000,000

DEAUVILLE

NO WONDER! LOOK AT THESE FEATURES!



- CONVENTION HALL—24,000 sq. ft. of unobstructed floor space
- Seating for 4,000 people (For smaller groups, the auditorium can be partitioned into 2 or 3 more areas with sound proof walls.)
- Banquet Facilities for 3,000 people in the Napoleon Room
- 20 Ultramodern committee meeting rooms for 30 or more people
- 20 Meeting Rooms for 200 to 4,000 people
- 35,000 square feet of exhibit space
- Air conditioned—Sound conditioned—Light conditioned
- Super abundant display space—projectioneered for conventions
- Hydraulic lifts for heavy displays
- Numerous Press Rooms and work shops, complete with telephones and typewriters for press releases
- Projection Room with complete visual aid facilities
- Ultramodern luxurious hotel accommodations for 100 to 1200 guests

ENTHUSIASTIC REACTIONS

IBM—Our convention—a tremendous success!

ADMIRAL TV—Our most successful in the

Electronics Industry!

OPTIMIST INTERNATIONAL—Never have we

experienced such cooperation!

CAPITOL RECORDS, INC.—The best we ever had—facilities and hotel cooperation!

SERVALL CO.—You PROVED a BIG point!... that

a SMALL convention could be held at the Deauville!

DICTAPHONE CORP.—Enjoyed the finest of all

the 18 annual Dictaphone Conventions!

and **MANY, MANY MORE!**

PLANNED FOR PLEASURE

2 swimming pools, and 550 feet of private ocean beach—the Cabana Colony, putting greens and sun decks... for fun in the sun!

2 magnificent night clubs, featuring great name bands and stars of Broadway and Hollywood!

Miami Beach's only indoor ICE SKATING RINK one of the many DEAUVILLE pleasure exclusives!

Write or wire
DICK ELTERMAN
Director of Sales



BANQUET HALL



AUDITORIUM



EXHIBITORIUM

100% AIR CONDITIONED

ON THE OCEAN AT 67th STREET • MIAMI BEACH, FLORIDA

Boom in

Race is on in the West to build new convention halls. Increased number of shows and meetings in West prompts local interests to match competition's facilities.

LAS VEGAS Convention Center offers main assembly hall for 8,500 persons and exhibit hall with 90,000 sq. ft.

OUT WEST there is a building boom going on to expand facilities for conventions and trade shows. In the past three years, probably more facilities have been built there than in any other similar period. There's more to come.

Convention and trade shows, which collectively spend several billion dollars annually, represent to the West a shiny red apple of which it wants a bigger bite. In the past, major reason that the West had not figured in bookings as strong as it might have was the relatively few good facilities available.

Now the West is busy correcting this situation by building. Building in hopes that the fittest will be in the best position to claim a lion's share of the dollars spent. Expansion facilities, greater population, heavier concentration of industry and faster transportation will play a role in the West's future bid for more and bigger conventions and trade shows.

As evidence of the West's stronger position, more national conventions and trade shows have moved west or established western regional meetings in

addition to their regular events. Take a look at what the West offers in facilities, now and in the near future:

Bakersfield (Cal.) Civic Auditorium is one of the new Western facilities presently under construction. When completed, total seating capacity will be about 7,500. Figure includes use of the arena, stage area and concert hall. An estimated 900 persons will be handled in the auditorium's 10 meeting rooms. Meeting rooms break down into four larger and six smaller areas. Largest will hold up to 300 persons, and the smallest up to 75. Some 11,000 sq. ft. of lobby space as well as 20,000 sq. ft. of outdoor area under the entrance roof is intended to be used for exhibits. To this, the arena will be able to house 168 more booths if not otherwise used by a convention, according to the Bakersfield Convention and Visitors Bureau. Auditorium is scheduled for completion in the fall of 1962.

Long Beach (Cal.) expects to complete a multipurpose auditorium by June, 1962. To be known as

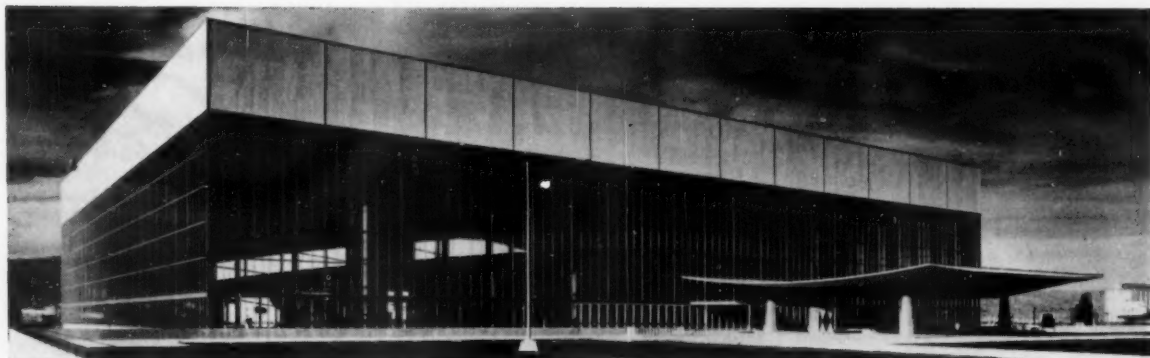
SANTA MONICA Civic Auditorium adds to Los Angeles area a hall with an exhibit area of 30,000 sq. ft.

LOS ANGELES Memorial Sports Arena is for trade shows, too. Structure includes 150,000 sq. ft. for exhibits.



Western Halls

PORTLAND Memorial Coliseum strengthens Oregon's bid by some 130,000 sq. ft. of exhibit space if you include the arena, assembly hall, exposition hall, concourse and smaller meeting rooms.



Long Beach International Exposition and Convention Hall, the oval shape structure will be able to accommodate up to 350 exhibit booths, according to its management. (Estimate is based on 10 x 10 ft. size booth.) Building, which is to adjoin the existing auditorium, located inside city's Rainbow Pier, will boost total exhibit capacity to 600 booths. Management feels that this capacity will increase its bid for more convention business.

Oval structure will measure 356 ft. long and 260 ft. wide. It will house 8,000 permanent seats, with additional space for 7,000 temporary seats when needed. Plan also calls for parking for 2,000 cars.

Sports Arena Doubles for Exhibits

Los Angeles looks to its Los Angeles Memorial Sports Arena as an enticement to show managers. Primarily designed for sporting events, it also can be used for expositions and trade shows. Its 100,000 sq. ft. on the main floor and an additional 50,000 sq. ft.

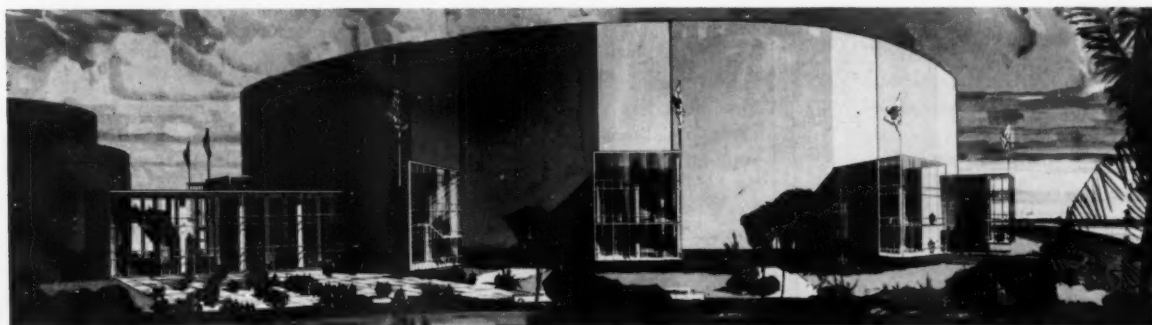
on the concourse level have been used by the annual Los Angeles Home Show, Western Electronic Convention and Exposition, Democratic National Convention, American Society of Tool Engineers and American Dental Assn. National Convention. Sports Arena cost over \$6 million to build on land held by the State of California. It is operated by a commission to represent the state, city and county. Location of the Sports Arena definitely is in its favor. It is less than 10 minutes by taxi from downtown Los Angeles.

Exhibit Area of 30,000 Sq. Ft.

Elsewhere in the greater Los Angeles area is the Santa Monica Civic Auditorium, known to TV viewers for the Academy of Motion Picture Arts and Sciences "Oscar awards" presented there. This relatively recent addition to Los Angeles' facilities has some 30,000 sq. ft. in which to place exhibits. Main floor has no posts or other obstructions in the 12,000 sq. ft. area.

LONG BEACH (Cal.) International Exposition and Convention Hall is a multi-purpose structure to be completed by June

1962. Plans call for the oval structure to seat up to 15,000 (7,000 temporary seats) and 350, 10 x 10-ft. exhibit booths.



CONVENTIONS WITHOUT TENSIONS



Jug End 1000 ACRE RESORT
IN THE BERKSHIRES

Let JUG END's Convention Office tailor-plan facilities to meet your specific requirements . . . provide you with a private and quiet atmosphere for more productive meetings, plus . . . plenty of fun when it comes time to relax.

"Down-Right-Comfortable" accommodations, hearty country foods, air-conditioned dining room and charming new Colonial-styled cocktail lounge, private 3,240 yd. 9-hole golf course, and full resort sports facilities, including riding, swimming, and the like. You name it, JUG END has it.

Specializing in groups of 10 to 200.

For specific details, descriptive materials, and information, write or phone:

ANGUS R. MacDONALD
General Manager
P. O. Great Barrington 95, Mass.
Tel. 434



Hosts to businessmen

Experienced managers of business meetings, Roger Smith Hotels are preferred for their dignity and attentive personalized service.

Meetings are efficiently arranged. Modern guest rooms, restaurants and complete facilities provide the highest standard of value in comfort and hospitality at moderate rates—throughout the year.

ROGER SMITH HOTELS IN:

WASHINGTON, D. C.
NEW BRUNSWICK, NEW JERSEY
NEW YORK CITY
ROGER SMITH HOTEL
HOTEL PARK CRESCENT
WHITE PLAINS, NEW YORK
STAMFORD, CONNECTICUT
WATERBURY, CONNECTICUT

Space can take 150 exhibit booths, with normal allowance for aisles and accessibility, says the manager. Seating capacity of the main auditorium, including the balcony, is 2,700 people. There is also a meeting room to seat 700. By means of movable partitions, this room can be divided into seven sections, each accommodating 20 to 250 seats.

This Civic Auditorium combines the features of a theater, concert hall, meeting hall, exhibit hall and sports arena, according to its management. Main floor can be converted from a banquet room to an inclined theater type seating arrangement by means of a hydraulic system. Sound projection booth, sound and lighting equipment, facilities for television and radio are features of the auditorium. Dining capacity for the main auditorium is approximately 1,800. Within a block radius of Civic Auditorium, there is parking for 1,850 cars.

Crash Program

San Diego, Cal., has started a crash program for a new convention hall. Target date for completion is February, 1963. City Council accepted the proposal, without a dissenting vote, that a convention hall-civic theater project should be erected along with a new city hall. Convention hall-arena building would contain about 50,000 sq. ft. of exhibition space, in addition to a main assembly room of about 4,000 permanent seats and 1,800 temporary seats.

Provision for an adequate number of meeting rooms with seating from 25 to 200 was also included in the proposal. Concert hall-theater with about 3,000 seats, is another aspect of the program.

Note of urgency can be found in argument Harry V. Sugarman, chairman of the study committee and member of the Agricultural District, presented in support of recommendation. He said that competition for conventions has doubled in California. He adds, "In 1954, there were 17 cities in California alone seeking conventions. In 1961, the number has doubled to 35. Add to this Las Vegas and Portland, Ore., with their impressive new convention centers, and the creation of Seattle's new convention center as part of the 1962 Century 21 World's Fair, and you

hold
your next
MEETING
at the

La Salle
HOTEL

LA SALLE AT MADISON
CHICAGO

Teletype CG28

- ★ Complete facilities adaptable to any type of function
- ★ Personalized attention to every detail
- ★ Convenient to railroad terminals
- ★ Located in the center of downtown Chicago
- ★ Gracious, modern atmosphere, plus traditional LaSalle hospitality

write for new brochure showing room charts, floor plans and full details

Allan Stubbins
General Manager

W. Fred Puffer
Director of Sales

Fantastic* is the
word for a meeting at

Ponte Vedra
PONTE VEDRA BEACH
FLORIDA

*An overused word, perhaps, but you'd agree with us if you could see superlatives in letters received from groups that have met here.

Four meeting rooms accommodating up to 175; all rooms and function rooms air-conditioned. First tee of one of America's truly great golf courses is at the door. Wonderful beach, fresh water pool, tennis, fishing.

National and regional associations and companies are invited from September through February and May 1st to June 15th. Write for brochure and details. Address: Luther N. Grimes, Gen. Mgr., Ponte Vedra Club, Ponte Vedra Beach, Fla.

Tel.: ATwater 5-2121



FLORIDA'S
FOREMOST
FOUR SEASON
RESORT

Fields Hotels
YOUR CONVENTION HOST

NEW YORK
HOTEL Governor Clinton
7TH AVE. AT 31ST ST.

A step to everything: theatres, nightclubs, first-run movies, restaurants. 1200 beautiful, moderately priced guest rooms. 10 handsome air-conditioned function rooms for 10 to 500. Banquet service. Opposite Penn Station. PHONE: PE 6-3400 • TELETYPE: NY 1-3202

ST. LOUIS
HOTEL Coronado
3701 LINDELL BLVD. AT SPRING ST.

Meet them in St. Louis. 18 newly redecorated, air-conditioned function rooms for 10 to 600. Banquet service. 500 comfortably furnished and reasonably priced guest rooms. Midwest's finest restaurants.

PHONE: JE 3-7700 • TELETYPE: SL 287

FOR INFORMATION ABOUT THESE CONVENTION HOTELS PHONE LONGACRE 3-4444, OR TELETYPE NY 1-3202. Executive Offices: Hotel Governor Clinton, N. Y. 1.

Victor J. Giles, Director of Sales



for a different meeting!

La Fonda

IN OLD SANTA FE, NEW MEXICO

The Alvarado

IN ALBUQUERQUE, NEW MEXICO

Grand Canyon HOTELS

EL TOVAR, BRIGHT ANGEL LODGE AND YAVAPAI LODGE, ARIZONA

Death Valley HOTELS

FURNACE CREEK INN AND FURNACE CREEK RANCH, CALIFORNIA

Write to Manager or:

Fred Harvey, 530 West 6th Street, Los Angeles 14, California. MADison 7-8048

begin to see the exceedingly threatened position San Diego is in." This attitude towards the immediate need for facilities is not uncommon in the West.

Three-Phase Program

San Francisco is in the second of a three-phase program to provide some 400,000 sq. ft. of exhibit space. In addition, a 9,000-seat meeting room and 125 committee meeting rooms are part of the project. Smaller rooms can be enlarged into sizes up to 1,000 sq. ft. in the Civic Auditorium proper, and larger in the exhibition hall.

First phase, an underground exhibit hall connected to the main area of the auditorium by escalators, was completed in April, 1958. Combined areas gross 106,000 sq. ft.

Phase two, at a cost of \$7.5 million, embraces reconstruction of the interior of the established auditorium and its exterior decoration. Plans call for 65 smaller meeting rooms, each with a capacity of 50 seats. Removable partition can expand these meeting rooms to 100, 200, 360 and 1,000 seat capacity.

Phase three will connect Civic Auditorium to a two-floor exhibit hall, with catering facilities for banquets, by means of an underground tunnel. Promenade will overlook a \$1-million landscaping job underway to transform Civic Center Plaza into an olive grove, interspersed with flags of the free world.

To run concurrent with this program is the reconstruction of the ruins of the Palace of Fine Arts of the 1915 exposition, an arc-shaped building to encircle a lagoon with a rotunda. City council has voted a bond issue of \$2 million to rebuild this landmark for an international conference hall. To this bond allocation, San Francisco millionaire Walter Johnson is to match that amount. Palace of Fine Arts will basically have an area for office space of 60,000 sq. ft., theaters of 3,000 and 5,000-seat capacities.

Portland Bids for More

Portland strengthens its bid for more conventions and trade shows with its recently completed Coliseum. City averages about \$10 million a year in conventions, but now hopes to boost that figure to \$50 million.



A delightful place for any meeting any time of the year . . . with superb facilities including a complete winter sports program using artificial snow and ice when needed. Write for complete details. (Washington, D. C. office: EX. 3-6481).

THE
HOMESTEAD
HOT SPRINGS, Virginia

Where

BUSINESS MEETINGS

are a
GENUINE PLEASURE!



Gulf Hills

DUDE RANCH & COUNTRY CLUB
Ocean Springs, Miss.

Keep your group together . . . for business and pleasure. So secluded folks can't stray from meetings, yet complete facilities offer wonderful fun between meetings and after hours. 18-hole golf course, deep sea and fresh water fishing, pool, horseback riding, tennis, shuffleboard, other lawn and water sports . . . plus wonderful meals . . . all included in one low rate, \$13 to \$16 per person.

Write or phone for complete information on
BUSINESS MEETING FACILITIES

PHONE: Ocean Springs, TRinity 5-4211
Chicago, NATIONAL 5-8200
Dick & Gladys Waters, Proprietors

The Pow Wow Room
accommodates up to 200!

KANSAS CITY, MO. has the **FINEST** Convention and Sales Meeting Facilities in America!

GRAND BALLROOM

Meeting capacity 1200
1000 for Dining

Lift from street for
automobiles or heavy
equipment

COLONIAL BALLROOM

Meetings 500 • Dining 375

23 PRIVATE DINING & MEETING ROOMS

FIVE RESTAURANTS

100% Air-Conditioned

Direct spacious tunnel
to 1500-car Auditorium
Plaza Garage and
Municipal Auditorium

REQUEST FACT SHEET No. 12

18
STORIES
LESS
THAN
999
ROOMS



Hotel Muehlebach
and MUEHLEBACH TOWERS

12TH STREET AT BALTIMORE & WYANDOTTE
KANSAS CITY 5, MISSOURI

Phone: GRand 1-1400 Teletype KC530
M. F. LONDON, Sales Director

Only 7 Minutes from Airport

This \$8-million public project offers a total of 130,000 sq. ft. of exhibit space; if you include the arena, assembly hall, exposition hall, concourse and smaller meeting rooms.

Arena, within a glass enclosure, can seat up to 13,500 people. Amphitheater provides 9,000 more permanent seats. Exhibit hall next door to the arena offers 53,000 sq. ft. of booth space in itself. Coliseum's assembly hall can hold events that seat 1,100 people for meetings and 480 for banquets. Kitchen facilities can turn out 5,000 meals when necessary. A 2,500 banquet group can be handled in the exhibit hall alone, at one time. Off-street parking can accommodate 2,000 cars on the Coliseum grounds. Nearby areas can handle 1,500 more.

Result of Fair

Seattle, Wash., plans to make part of its Century 21 Exhibition (1962) buildings permanent convention facilities after the six-month fair closes. Those buildings to be used for this purpose include a 6,500-seat arena, 800-seat theater, an exhibit-banquet hall to cater to conventions and trade shows which require up to 40,000 sq. ft., and a 3,100-seat concert and opera hall. Combined, these areas will provide a total of about 100,000 sq. ft. for exhibits. In addition, there will be some 20 conference areas seating from 30 to 500 people. In 1964, there will be added to this complex a 15,000-seat coliseum which will offer an additional 120,000 sq. ft. of exhibit space. Coliseum is estimated to cost \$4 million.

Las Vegas was one of the early,

recent cities to stake a claim for more conventions in the West. Completed in April, 1959, the \$6-million Las Vegas Convention Center has a main auditorium with a capacity of 8,000 seats, plus 17 meeting rooms, to handle groups from 55 to 1,200 people. Part of the center is an exhibit hall that offers 90,000 sq. ft. of exhibit space. However, if the different areas in the center are combined, a total of 135,000 sq. ft. of exhibit space is obtainable, according to its manager. Center has two kitchens to handle banquet affairs. Outside, there is parking for 7,500 cars. Las Vegas Convention Center is located a half mile to a mile and a half from the Strip's major hotels.

\$20-Million Project

Phoenix, Ariz., has Kent Organization, Inc., Los Angeles, developing plans for a convention hall as part of a \$20-million project, just north of the city. Convention hall would seat 8,000 to 10,000 people. In connection with possible expansion plans for new facilities, Stanford Research Institute has completed a study that recommended a better than \$8-million auditorium, of all-purpose design, be built there. If plan is accepted, arena would seat 9,000, music hall, 2,500, and would include an exhibit area. Eventual outcome of all this planning is still to be determined. However, it is further evidence that Phoenix is also looking to that big apple.

Newer and better facilities is the password in the West. Projects vary in stages from just talk to concrete plans, all the way to recent completions. And there are still more hush-hush plans getting the feasibility-research treatment right now! ♦

Glad to GREET you

- With complete facilities that assure a successful carefree meeting
- With hotel or private cottage accommodations, fine food, interesting sports facilities, etc.
- With personalized attention to good service and come-back-again hospitality
- 90 miles from Phila. & N. Y. C.

For information call our offices in:
N. Y. - LO 5-1115 • Phila. - KI 6-1937
or write: EDWARD C. JENKINS

THE SKYLINE INN and Cottages
MOUNT POCONO, PENNSYLVANIA
at the Top of the Poconos



invites you
to consider

THE 600-SEAT TERRACE ROOM
at the
PICK-FORT SHELBY

DETROIT

900 attractive rooms and suites
Telephone WOODward 3-7100 • Teletype DE-155



this is the floor plan
of the
**LARGEST BALLROOM
ON LONG ISLAND!**
the popular
GEORGIAN ROOM
at the
HOTEL GARDEN CITY

With a capacity of 1200 at banquets, 1500 at meetings, this versatile function room is eminently suited for large-scale dinner-dances, company meetings or civic affairs. It (a) divides readily into two separate areas (b) is fully air conditioned (c) is equipped with a modern PA system. Outstanding food and beverage service is available. **AMPLE FREE PARKING**

There are 9 other function rooms, of varying size and capacity—for private dinners or executive sessions of as few as 12; or group meetings of 400.

Garden City Hotel, on its own wooded 22-acre estate, is easily reached by LIRR or expressway from New York City. A complete refurbishment program provides freshly redecorated, air conditioned guest rooms and modern baths. For added pleasure, there is a brand-new olympic-size pool and shuffleboard courts.

Write or call for floor plans and
illustrated brochure, to:
L. W. Osterstock, General Manager

Hotel Garden City

Garden City, L. I., N. Y.

Tel.: Pioneer 6-0700 • Teletype: NY 1-138



NEW YORK... and the HOTEL NEW YORKER
They just naturally go together.

In every way, this is Our Town's greatest hotel value:

NEW AIR CONDITIONED ROOMS.

Beautiful NEW Decor. TV & Radio.

3 Famous Restaurants:

★ Lamp Post Corner ★ Golden Thread Cafe ★ Coffee House

Close to Everything!

★ Air & Rail Terminals ★ Transatlantic Piers
★ World's Largest Shopping Area ★ Theatres

Meeting, Exhibit, and Sample Rooms

★ for every purpose ★ all air-conditioned

CONVENIENT PARKING AVAILABLE

Singles
from \$8

Doubles
from \$11.50

Suites
from \$26

HOTEL NEW YORKER

34th Street at Eighth Ave., New York • Telephone: LOngacre 3-1000

How to Deal with 'Human Nature'

When you consider trade show activity, there are two human traits to keep in mind: Man is incurably inquisitive and he is constitutionally lazy. This includes the show visitor as well as the exhibitor. Here's what results from these traits.

By ROBERT T. KENWORTHY
Robert T. Kenworthy, Inc., Exposition Management

SUCCESSFUL exposition technique depends in large degree upon recognition of two simple characteristics of human nature: Man is incurably inquisitive; also constitutionally lazy. He is curious to know what's going on. Also he tends to take the easiest way—to delay—provoking the age-old precept, "Never put off 'till tomorrow what you can do today."

We all possess these two basic weaknesses, if you will. But, by being conscious of them, you can act accordingly in exposition work to make your exhibit an outstanding attraction and a sales success.

The original form of selling, which outdates history, was the marketplace. Every village, town and city the world over had, and still has, its market—eye-appealing and often alive with activity as vendors vie for attention of would-be buyers. It's the simplest and still the best method of selling.

The trade show is a modern market. Each exhibitor has something to sell—a product, a process, or a service. Each will have a better chance of success if he can attract the attention of attendees, drawing them to his booth to arouse their interest, stimulate their desire, and secure their action.

The modern exposition thus offers the knowledgeable, imaginative, resourceful exhibitor one of the finest ways to fulfill that fundamental yet simple, easily-remembered formula for all selling designated by the letters AIDA—Attention, Interest, Desire, Action.

Certain basic techniques have been developed to obtain the undivided attention of visitors. One—developed

by my own company—is space in depth. Rather than a long booth, occupying one side of the aisle, the booth is on both sides, with the aisle passageway through the booth. The same amount of space may be used, and a little ingenuity can bring the intimacy of a company showroom to an exhibit. Every visitor walking along the aisle must enter your exhibit area because he has to pass through your booth in order to reach the next exhibit.

There is another tremendous advantage in the space in depth concept:

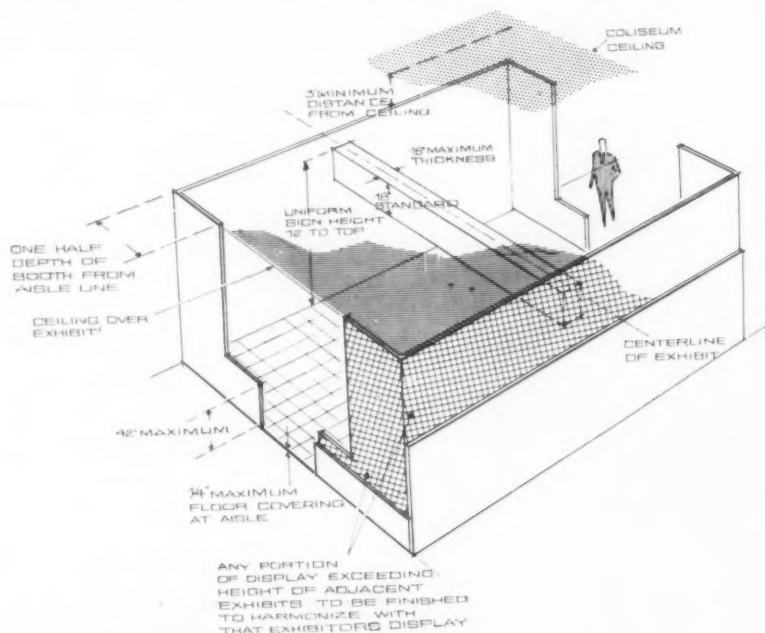
You eliminate the danger of an exhibitor opposite your booth "stealing the show." An attention-getting device opposite your booth can draw all the people to one side of the aisle—and if this isn't your side you're out of luck—because the tendency is to pass on without looking across the aisle.

Space in depth brings the people right into your booth, this is the objective—but it cannot be held there. That's your job to arouse interest. Many techniques and stunts have been developed for this purpose—with varying degrees of success. Cheesecake—scantly dressed females with much to offer will always attract a crowd. Unfortunately, however, the girl is remembered instead of the product. Companies are learning to avoid the unrelated gimmick—the source of attraction which cannot be associated with the product.

Have you ever watched a cigarette machine in operation? The tobacco and papers are fed into the machine, the cigarette is rolled, sealed, inserted into packets and finally into cartons. I have seen a fascinated, everchanging group around such a machine hour after hour.

This is movement. It is the difference between a motion picture and a slide presentation. My suggestion is that you examine your own operation—your own exhibit—to determine if you could introduce movement.

► Another technique which you could adopt to stimulate interest is audience participation. This is undoubtedly the



PLAN shows exhibit built around aisle so "lazy" show visitors must walk through.

Ready in October *

"HADJI"
your
host



* *The Flying Carpet Motor Inn*



- NEAREST TO CHICAGO'S O'HARE INTERNATIONAL AIRPORT
(Just 20 minutes from downtown Chicago)
- INCOMPARABLE FACILITIES FOR SALES MEETINGS—BANQUETS—CONVENTIONS—TRADE SHOWS
- 8 MEETING ROOMS, 1250 CAPACITY
All on one floor for Program Efficiency
PRIVATE COCKTAIL LOUNGE
- CLOSED CIRCUIT TELEVISION—AUDIO VISUAL EQUIPMENT—PUBLIC ADDRESS SYSTEM
- CONVENIENT ELEVATOR FOR EASY LIFTING OF PRODUCTS, DISPLAYS AND AUTOMOBILES TO FUNCTION ROOMS

225 luxurious guest rooms, executive suites, studios and family kitchenettes • Completely air conditioned • Olympic heated outdoor pool • Indoor pool • Ice rink • Children's pool and playground
Tennis courts • 10-acre, day & night par three golf course
Solarium • Health Club • Cabanas • Beauty salon and barber shop • Cocktail lounge • Coffee shop, dining and banquet rooms
Unlimited free parking • Helicopter services, airports and cities
Courtesy buses to and from airport.

FREE ILLUSTRATED BROCHURE: WRITE TO PAT MILLER, VICE-PRES. & GENERAL MANAGER

3131 Manheim Road, Rosemont, Illinois • CY 6-2277 • Chicago phone SP 4-4500

TWX: PK-RG859

tap the pro to plan your group travel!

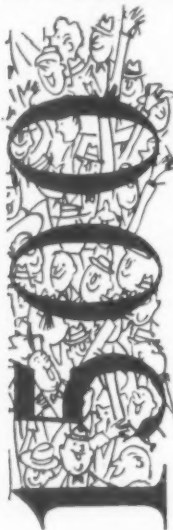
Whatever your needs—before or after your meeting, incentive awards, employee vacation plans—let this pro handle all the details. Write or phone any of our offices for fast answers to group travel problems.

ASK Mr. FOSTER

Travel Service GROUP DEPARTMENT

30 Rockefeller Plaza, Suite 1724, New York 20, N.Y.
1627 K Street, N.W., Washington 6, D. C.
200 South Michigan Avenue, Chicago 3, Illinois
Buhl Building—Lobby, Detroit 26, Michigan
510 West Sixth Street, Los Angeles 14, California
350 Post Street, San Francisco 8, California
22 Providence Street, Boston 16, Massachusetts
Dayton's, 5th floor, Minneapolis, Minn.
Maison Blanche, 3rd floor, New Orleans 2, La.
A. Harris & Co., Mezzanine floor, Dallas 1, Texas
Foley's, 8th floor, Houston 1, Texas
Morgan's, 3rd floor, Montreal, Canada

The Southwest's Greatest CONVENTION ACCOMMODATIONS



An entire floor of meeting rooms (one of which seats 1500); resort atmosphere with in-town convenience; superlative food in a choice of restaurants; free in-and-out parking; year around air-conditioned—all with business-budgeted European plan rates.

Great for Groups—the Southwest's most complete facilities for group meetings, conventions, etc., any time of the year. Write for color and Convention Brochure.

HOTEL Westward Ho

PHOENIX, ARIZONA
An Associated Federal Hotel

Represented by—Glen W. Fawcett, Inc., Los Angeles, San Francisco, Portland, Seattle, Dallas

trend today wherever people congregate. One of the most outstanding examples of this technique is at the Museum of Science in Chicago. The museum is some miles from downtown Chicago and yet it is always crowded. Why shouldn't it be—it's up-to-date, it's alive with movement, and every visitor is a part of it.

The museum is probably the finest example of audience participation in the United States. You push a button and a machine starts to work. You lift a telephone and hear why it works. You can go down into a coal mine or into a submarine. And if you are tired, you can sit down and watch a movie.

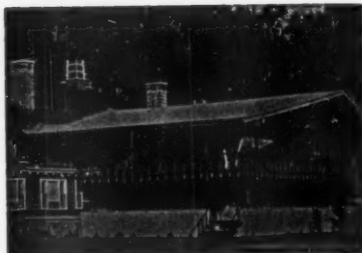
You may think, "That's fine, if you have half a million dollars to spend." You'd be surprised—the exhibit that held the attention longest at the museum was a glass-fronted incubator where you could watch the chicks hatch out. One day I had a public relations man and the national secretary of a technical society with me—people who had been around and know the score. Could I get them to leave that incubator? Not on your life. They, and the rest of the group would not leave until they had seen at least one chicken hatch out and break through its shell.

When you evaluate your show results you will find that they are directly related to the number of people who visited your booth and were exposed to your salesmen. It doesn't matter how much you have spent on your display or how outstanding its appearance, if you do not get the attention and interest of attendees you have not achieved a vital part of your objective.

Completion of the desire and action steps of the "AIDA" sales formula again depends on your know-how and good sense. Valuable advice in the latter direction is found in the vital editorial, "Why Waste Manpower at a Show?" in the Jan. 20, 1961, issue of this magazine. It concisely tells plans you should make—several of which I have often stressed in management of expositions—to realize the utmost profit from your exhibit. I quote but three very pertinent paragraphs:

► No sales force should be sent to a major show without plans for a pre-show or post-show sales meeting. Big cost is transportation to the show site. To miss the opportunity for a productive meeting when you already have paid to bring men together, you indulge in sheer waste.

Assignment of hours for attendance at the booth is not enough to justify a pre-show meeting. Nor is a simple explanation of the exhibit enough either. A real



CARDY-ALPINE INN and cottages

where business is a pleasure
50 miles north of Montreal, in
the Laurentian Mountains

Canada's finest convention hotel, with every seasonal recreational activity at hand. Just one hour's drive north from Montreal, P.Q., via the new Autoroute, easily accessible to bus and train connections.

- Completely air-conditioned
- Every service and facility for large and small groups
- Cardy Convention Hall seats 250
- "Sun Shower" Dining Room seats 350
- Private Meeting Rooms, 16mm Projector, P.A. System

For free illustrated booklet and full details write to: The Alpine Inn, Dept. B., Ste. Mar-guerite Station, Quebec, Canada.

Vernon G. Cardy, President



South's Supreme Hotel with a Personal Touch

- ★ Atlanta's largest Exhibition Hall—seating 2500, located at ground level, no elevators required and completely staffed and equipped.
- ★ Banquets—20 to 2000.
- ★ Twenty-four (24) meeting rooms adjacent.
- ★ Five (5) restaurants in latest vogue.
- ★ Nation's finest floor of meeting rooms.
- ★ Fabulous Empire Room with dining, dancing and star entertainment.
- ★ Arcade Shops of latest decoration.
- ★ Suites furnished in imported fabrics and collectors' items.
- ★ Summer Garden dining and dancing. Rainbow mystic lighting surrounds you. Glamorous swimming pool and exotic Polynesian Lounge.

A small city, within
itself, with Southern
hospitality flowering.



Atlanta Biltmore

pre-show meeting should discuss the plan of attack to get the most out of show visitors. Possible approaches should be discussed and consensus should be drawn on the best ways to take advantage of time with prime prospects.

Pre-Show assignments should be more than a schedule of hours on duty in the booth. Each man should be given special investigations to complete. For instance, one man might be assigned to analyze competitive claims. Another may have the job to talk to as many fellow exhibitors as possible to get opinions on the show, market conditions, quality of attendance, etc. An executive might check on possible tie-ins with other companies' products for promotion of a system, perhaps. Still another assignment would be to check registration lists of the show or hotels for key people your salesmen would like to meet.

As indicated at the outset, this article is predicated on the premise that man is not only inquisitive but lazy. In exploring some aspects of the latter characteristic, as related to successful exposition technique, I would make it clear that it is the exhibitor who is often "lazy."

Rare Specimen

The exhibitor who is a "man of decision" is a rare specimen, indeed! He is the man who acts promptly when a show prospectus reaches him. He gets the prime space and good hotel rooms. Having committed his company to a display, he reads carefully the instructional material submitted and acts to have his exhibit ready in time. He forwards without delay the order forms provided for services and supplies. He receives preferential treatment in many ways. Particularly, he gets early the promotional material offered and uses it. His operations are smooth and unhurried. His participation is effective, efficient, economical and rewarding.

By contrast, there is the type of exhibitor, of whom there are many, unfortunately, who delays action and drives show managers to distraction. In his procrastination—due, we fear, often to sheer laziness—he loses to competitors the space he'd like. He fails to read the material furnished and complications develop in many directions. For lack of time, he frequently does not plan his exhibit or integrate it with promotion and his advertising and sales campaign to accomplish maximum results by coordinated effort. Then he blames everybody but himself—show, its sponsors and management—because the expected interest in his display does not develop. ♦

OVERHEARD AT LOS ANGELES AIRPORT:

*"We're meeting at
The Beverly Wilshire!"*



The first choice for every important meeting... a wonderful blending of incomparable facilities including the Cotillion Room accommodating more than 350 persons... the Stanhope Room for smaller groups... the Penthouse and California Suites for executive conferences... substantial space for exhibits... all fully equipped and air-conditioned. And for open-air appeal there's our pool-side terrace. You'll agree that The Beverly Wilshire is

**"Best in the West"
for all functions.**

For full details, write or call: Sales Department
BEVERLY WILSHIRE

Wilshire Boulevard, Beverly Hills, California, CRestview 5-4282, TWX: BV 6644

IN NEW YORK:

The Gotham, 5th Ave. at 55th St.
The Stanhope, 5th Ave. at 81st St.
ON UPPER SARANAC LAKE, NEW YORK:
Saranac Inn

Sharp Ltd  *Hotels*
EVELYN SHARP PRESIDENT



SERVICE

is why America's
top companies meet at

Manger Hotels

SERVICE is what Manger sells—not just rooms and facilities! Service—the kind of help that has seating arrangements executed perfectly and on time. That has a proper P. A. system functioning as it should, set up as ordered. That has special tables as ordered, lighting, projection and other arrangements as requested—all on time, without last-minute makeshift changes and compromises. And all this goes along with some of the finest meeting-room facilities in the country. So check with Manger before your next meeting—see the difference real SERVICE makes!

ALBANY, N. Y.
THE MANGER
DEWITT CLINTON

CHARLOTTE, N. C.
THE MANGER MOTOR INN

CLEVELAND, OHIO
THE MANGER

NEW YORK CITY
THE MANGER
VANDERBILT

PHOENIX, ARIZ.
THE MANGER
DESERT SUN MOTEL

ROCHESTER, N. Y.
THE MANGER

SAYANNAH, GA.
THE MANGER
THE MANGER TOWNE &
COUNTRY MOTOR LODGE

WASHINGTON, D. C.
THE MANGER ANNAPOLIS
THE MANGER HAMILTON
HAY-ADAMS

Convention Department, Manger Hotels
4 Park Avenue, New York, N. Y. Dept. A-7
Please send me full information about Manger
Hotels meeting and convention facilities.

Name _____
Company _____
Title _____
Address _____
City _____ Zone _____ State _____



ROCKET, made from nail keg, pulls stream of ad and promotional material across room to introduce new campaign. Men were told to "track" rocket.



EACH man in round-table session gives four minute presentation. Egg timer is used to keep time. Any who goes over the time is disqualified for prize.

Olin Has

JUST ABOUT EVERYONE knows it is a good idea to involve members of your audience in discussions. Few, however, get advance preparation by the audience for group activity.

Packaging Div., Olin Mathieson Chemical Corp., did at its sales meeting with good results. Salesmen were sent outline forms to assist them to create three four-minute presentations for round-table sessions. These round-tables produced valuable ideas both for the salesmen and the company.

First general sales meeting in three years, Olin's recent meeting at Grand Hotel, Point Clear, Ala., had an outer-space theme: "Countdown '61." Salesmen were called astronauts, products were rockets, district managers were flight leaders, speech reprints and technical bulletins became a space kit, success stories were break-throughs, even the coffee break had a new name—refueling session. Technical people on the program were billed as ground crew.

Meeting was announced to salesmen on a special letterhead with rocket insignia. In addition to orbiting planets and stars, the letterhead had a cartoon body and photographed face of George P. Johnson, director, sales and marketing, who appeared as a space traveler. This announcement alerted salesmen for the need to prepare "three four-minute presentations on the following topics: (1) 'V' cellophanes. A success story pointing up both the characteristics of the film and your particular sales approach; (2) Successful sales techniques. Success stories highlighting your own creative selling techniques such as store surveys, self-made packages or self-made presentations; (3) Potential new markets and new applications for our present cellophane product line."

While salesmen pondered how to prepare for their part of the meeting, Olin technical people had their jobs outlined for them, too. Johnson sent

Em Involved in Advance

Packaging film salesmen come prepared to give three four-minute presentations at round-table conferences. Awards given for best ideas. Thorough instructions in advance make sessions smooth and effective. This was first general meeting in three years.

memos to them to explain the meeting objectives and procedures.

"For each round-table session," Johnson pointed out, "salesmen will be divided into five groups, each presided over by a district manager. All groups will discuss a given topic simultaneously. This means that each district manager will preside over three separate round-table groups, one for each of the topics.

"Most of the introductory lecture material will be presented in the main meeting room before breaking into small round-table groups. Therefore, district managers will not be required to make a lengthy 'pitch' to their groups. Their main function in these sessions will be that of pilot and navigator."

Guides were sent to all speakers who were required to reduce their ideas to writing. When written speeches arrived, Johnson sent a memo back to speakers with this comment: "In looking through some of your drafts, I have noticed areas left for 'extemporaneous' coverage. My own experience has been that 'extemporaneous' can sometimes become synonymous with hazily made points and overly long coverage. It is imperative that both of these pitfalls be avoided.

"May I, therefore, strongly urge that you commit your entire speech to writing, even going so far as to mark on your own copy those portions which you can delete if we find in our pre-meeting run-through that

your delivery is longer than anticipated."

Speakers could call on Sales promotion Dept. for assistance with props. Props for meeting decoration were all geared to the space theme. Front of room was decorated with a curtain with silk screened planets and stars. Small and large rockets showed up in everything from name badges and place markers to stage ornaments and mechanical props.

In addition to the work salesmen had to do to prepare their four-minute presentations, they were asked to "Pick the 10 most outstanding or unusual packaging applications of cellophane you can find in your territory" and send them to the meeting in advance. If packages contained perishable



DECOR of meeting room lends emphasis to rocket theme adopted for meeting. Program included speech by rocket expert.



**DAYTONA BEACH'S
OCEANFRONT
CONVENTION HOTEL!**

**Daytona
Plaza**
A CRAIG HOTEL

Conduct your next meeting at "the world's most famous beach." Guarantee record-breaking attendance and productive business conferences! Accommodations for up to 500 delegates . . . air conditioning . . . banquet rooms for 1000. Complete facilities, superb service, professional convention staff. Large or small, your meeting will be more successful at the Daytona Plaza. Write for details: DAYTONA PLAZA HOTEL, DAYTONA BEACH, FLORIDA.

NEW
Convention Facilities
at the Midwest's Finest
"Relaxin' Resort"

**STARVED
ROCK
LODGE**

The new \$100,000 Starved Rock Room is specifically designed to accommodate group meetings of up to 125 people.

Its equipment is the most modern available—including spotlights, blackboards, lectern and a complete public address system.

Luxury rooms; delicious food; quiet, relaxed atmosphere. Only 2 hours from Chicago, by rail or car.

For full information write:
Convention Co-ordinator
Starved Rock Lodge
Starved Rock State Park
Utica, Illinois

or phone Chicago office:
MOhawk 4-5100

SAVE!

Bring your own
liquor. We'll supply
setups and service.

ble items, salesmen could bring them, and some did.

To make sure that round-table discussions were productive, complete instructions on how to handle the 60-minute sessions were sent to district managers. The guide for group leaders included a timetable: five minutes for opening remarks; 40 minutes for salesmen's presentations (10 talks, four minutes each); 10 minutes for your comments on presentations; five minutes for closing summation.

These "general tips" were given to district managers:

1. Get the men in your group to the round-table site as quickly as possible. (A complete schedule of round-table room assignments will be distributed to salesmen when they arrive at the sales meeting.)

2. Remind the men that an award will be given at the end of each day to the man who gives the best presentation at each round-table meeting.

3. Keep a strict time limit on each talk. You'll find timers [egg timers] at each round-table meeting place. Four minutes is maximum for each salesman. Announce that anyone running over four minutes will be disqualified for awards.

4. Keep to the subject assigned for each round-table session.

5. Be sure each man has his Guide Sheet with him, completely filled out, at each round-table session. They are to be left at his place and will be collected after each session. Packages and other materials should be left with the forms so they can be photographed and properly identified. These will be returned to winners in time for their second presentation in grand prize competition.

6. The time schedule is tight, but you will have time to re-emphasize briefly an important point, sales strategy, unusual customer reaction or to compliment a salesman on a good presentation.

7. You must pick a winner at each round-table session. Do this before you break up the session. Do not decide the winner by putting it to a vote. It will be up to your own good judgment to select a winner. Rating sheets will make your job of selecting

**Convention
perfect**



IDEAL LOCATION: 3000 acres in colorful Allegheny mountains, convenient to train, plane, bus or car to Bedford exit, Pennsylvania Turnpike.

SUPERB FACILITIES: equipped and staffed for groups of 25 to 550. Championship golf course, in-and-outdoor swimming pools, private lake, all sports. Complete bar and beverage service.

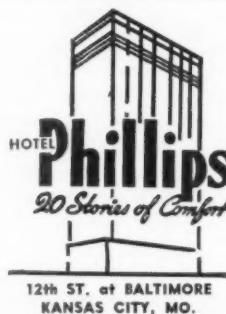
SPECIAL CONVENTION RATES: throughout season April 15 to Nov. 15. Write, wire or phone (Bedford 500)

Bedford Springs

HOTEL

Bedford, Pennsylvania

E. Harris Knight, Sales Manager



12th ST. at BALTIMORE
KANSAS CITY, MO.

You're Welcome!

Luxurious meeting rooms accommodating up to 300 available for large or small groups.

Every effort made to insure successful & comfortable meetings.

In Heart of Downtown
Kansas City

Completely Air Conditioned
500 Rooms
TV and Radio

1 Block from Auditorium

Teletype TWK 333
Telephone GR 1-5020

Ray Maher—Sales Manager

Write for Brochure



DIRECTOR of Marketing George R. Johnson chats with Dr. Willy Ley, expert on rockets, (right) following the latter's speech on problems of space travel.

a winner easier. Rating sheets will be collected and used for reference when reviewing the various salesmen's presentations after the sales meeting. Be sure to announce the name of the winner.

8. Tell the round-table winner he will receive his award and give his winning presentation at dinner that night along with the other four winners. At this time, the five winners will also be competing for the grand prize of the day's round-table session. You and the other district managers will be asked to pick the grand prize winner after all presentations are given.

In addition to tips on how to run the session, district managers also were given tips on what to listen for in presentations and what the hoped for outcome of the sessions would be.

"Outside" as well as "inside" speakers were scheduled for Olin's film operation's meeting. Willy Ley, space scientist, added to the space theme and offered some interesting data. He pointed out, for instance, that launching man into space was basically a packaging problem involving the protection of the "space man" from outside, hostile environment and the sealing in of an "earth type environment."

Two other "outsiders" were William H. Gove, professional speaker on

salesmanship, and George Merklein, account executive, Doyle, Dane, Bernbach, Inc., advertising agency, New York City.

To eliminate any unnecessary pressure or influence, salesmen were assigned to round-table sessions conducted by a district manager other than their own. Salesmen were assigned to tables so that there would be a mixture of new and old salesmen in each group. Throughout all sessions, salesmen were prompted to take notes. (Memo to managers said that they "should insist" that men take notes "to get maximum value from every minute of the meeting.")

"Though we plan to get a lot of work done during the 1961 sales meeting," read one bulletin to salesmen, "we want to have some fun, too." So a reply card was included in mailing. On the card were listed eight sports activities—from golf and fishing to tennis and horseshoes—which salesmen could check. This gave Olin a count on what facilities to reserve.

Sports tournaments were held and booby prizes awarded. (Big prizes were limited to round-table session winners.)

Olin didn't miss many points in its plans for the meeting. For instance, publicity releases were sent to the home towns of each salesmen. Salesmen's wives received a note and a perfume atomizer. ♦

CINCINNATI'S LARGEST CONVENTION HOTEL



24 Meeting Rooms ranging in capacity from 10 to 1700

Telephone
MAIN 1-6600
Teletype
CI-559

Ann Kroger,
Sales Manager

SHERATON -GIBSON HOTEL



FACILITIES AND FISHING!

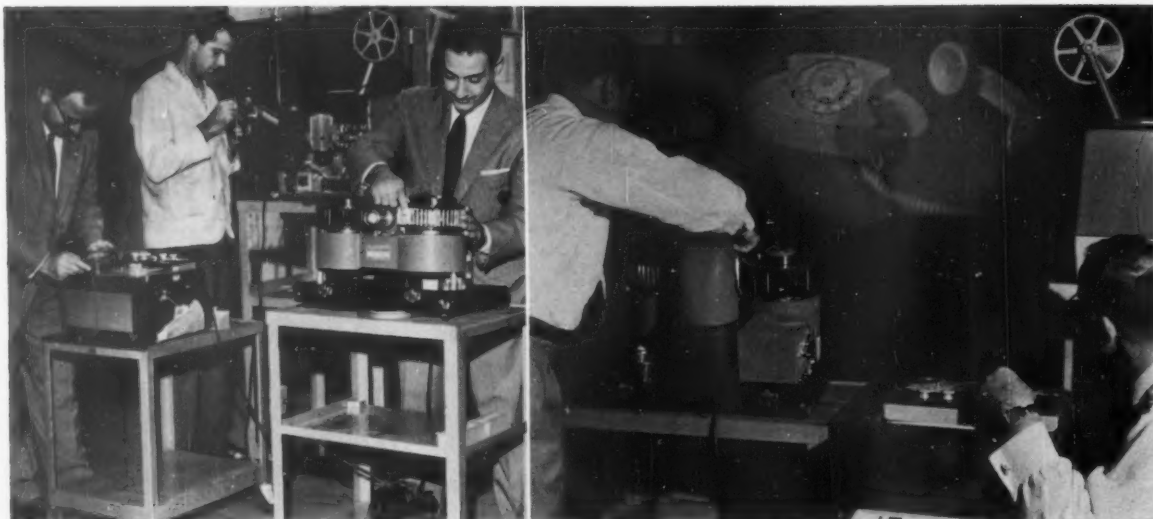
In Norfolk, Virginia

— complete, luxurious accommodations are available for all types of conventions. But Norfolk is also a recreational treasure house with sports and fun on land and sea for every taste.

Enjoy a complete convention package in Norfolk where you'll get the job done and everyone has fun! Write . . .

The Convention Bureau

NORFOLK CHAMBER OF COMMERCE
269 BOUSH STREET NORFOLK 10, VIRGINIA
MADison 2-2312



REAR view projection (both movies and slides) and sound are set up for Pacific Telephone Co. meeting.

FINAL adjustments are made to the equipment. Then, slides are checked to make sure each is in the right sequence for presentation.

There's a Right A-V Aid for Every Need

No matter the size of the audience, nor the shape of the meeting room, nor the conditions that prevail, there are audio-visual aids to fit. Few speakers use the ones best suited to them.

By BRADFORD HEARD
Vice-President, Photo & Sound Company*

PLACE YOURSELF in this man's position.

You've been asked to plan and conduct a sales meeting called to introduce a new product. All the company's brass will be present. The general audience will be made up of sales leaders, plant executives and sales personnel.

There will be slides to present to illustrate the new product's virtues and benefits. The engineering and research staff will want to demonstrate technical background. Speakers will vary in ability and experience. The program will last nearly a full day.

"Keep it lively—entertaining. We don't want the fellows to fall asleep," the man with the assign-

* San Francisco

ment's told. Then, as a parting shot, he's informed: "And we'll want to repeat the entire program in the Southern District two weeks later."

Sound like a bomb with a fast-sputtering fuse?

It might have been. Fortunately our hero knew the two basics of sales programming: 1. Organize material in logical sequence; 2. Use the right audio-visual equipment.

With these points in mind he turned a sticky assignment into a prestige building accomplishment which earned him top management applause.

Here's the case history: The program was blocked out by segments for two sessions, morning and afternoon. Each participant's portion and each program step was analyzed to plan the most effective presentation.

Next the program chief checked with a local photo and sound concern to put audio-visual equipment experts on his side. He realized that many a brightly conceived meeting has fallen flat because those who plan it failed to match worth-while material with modern communication devices.

Equipment experts went over the program outline and advised the planning leader on audio-visual devices. They showed him how a seemingly complex presentation could be enhanced with use of a few pieces of versatile equipment. Each speaker's assignment could be fitted into the total program to achieve continuity and pace. And the speakers would find their jobs easier.

Program chief and the audio-visual team visited the program setting. It

BUSINESS MEETINGS RATE TOP ATTENDANTS

A FUNDAMENTAL AT EVERY INTERCONTINENTAL HOTEL

Getting out a big crowd, and sparking them with a big smile—that takes people! And we've got 'em! A whole crew of wonder-workers who can wrap up every arrangement before the first rap of the gavel. A staff that loves to be leaned on, every step of the way! Big meetings, small meetings, Intercontinental Hotels know the secrets of success. With business efficiency for business hours. And a raft of fun for after hours. Plus all the local color a client could ask for—at any Intercontinental Hotel around the world.

Let Intercontinental Hotels help you with quick, courteous and understanding service to make your next group meeting an unqualified success.

† Opening early 1962. * Opening Fall, 1961.



Reforma, Mexico

Grande, Brazil

Southern Cross,
Melbourne†

Phoenicia,
Beirut, Lebanon*

Curaçao, Curaçao, N. A.



Embajador,
Dominican Republic

El Ponce, Ponce,
Puerto Rico

Jaragua,
Dominican Republic

Victoria Plaza,
Uruguay

Tequendama,
Bogotá, Colombia



Del Lago,
Maracaibo,
Venezuela

San Juan,
San Juan,
Puerto Rico

Tamanaco,
Caracas,
Venezuela

El Prado,
Barranquilla,
Colombia

El Salvador,
San Salvador,
El Salvador



Familiar Comforts in Faraway Lands

In New York, write: Chrysler Building
135 East 42nd Street

In Miami, write: Roper Building
20 South East 3rd Avenue



The Modern Hotel of Convenience, Comfort and Charm. Famed for Fine Food and Courtesy. It will be our pleasure to provide Service and Accommodations to Please Your Most Important Guests.

The Warwick

LOCUST AT SEVENTEENTH

Teletype PH376

Phone PEnnypacker 5-3800

A Kirksby Hotel

For the finest of all conventions, it's **MIAMI**

and the new **DUPONT PLAZA HOTEL**

On-the-bay luxury, superb facilities, in-town convenience and rates...plus a staff ready, willing and able to provide outstanding convention and meeting service!



100% air-conditioned & heated / Meeting rooms accommodating 15 to 1,000 / 256 beautiful outside rooms & suites / Swimming pool & terrace / Dining rooms & Coffee Shop / Men's health club / Four excellent lounges / Shopping arcade / 880' yacht dockage

For complete information and brochures, rates and open dates, write to

Leon Waite, Jr., Managing Director

Where Biscayne Blvd. Meets Biscayne Bay
300 Biscayne Blvd. Way
Miami 32 • FR 9-8861

was to be held in an auditorium with a low but deep stage. Anticipated attendance meant the seating area would be crowded.

"Rear view projection is ideal for this setup," said the audio-visual experts. "That will eliminate placing wiring and projectors in the seating area. We'll use a five by six-foot screen and raise it slightly higher than normal so that it will be entirely visible in the back rows."

Total of 134 color slides would be shown during the program. Not all slides belonged to the same speaker. Some required considerable explanation.

"Easily solved," said the experts. "Slides will be remote controlled by each speaker. They'll be able to pace their own presentations. We'll assign a technician back stage and he'll follow a program script in case there's any mishap or machine breakdown. Then, just to be certain, we'll have a dual projector ready to switch on if there's a mechanical failure."

"As for the microphone, use a neck-type mike. Speakers will pass the mike and the control button to succeeding speakers. This will give each speaker flexibility of motion."

Everything seemed to fall in place, but then the program chief received another program segment which added complications. "The advertising agency has completed the TV commercials and we'll want to show those," he was told. "And, oh yes, we've got a musical jingle we'll want the gang to hear."

"Guess we'll have to put a movie projector in the audience after all," the program chief groaned. "Not at all," came back his advisors. "A projector with a mirror attachment will work perfectly from the back stage. It can be controlled by script cuing—and the film will come on the screen just as clear and sharp as any of the slide pictures."

A tape recorder with two external speakers in the rear of the auditorium would take care of musical needs. A backstage technician, following the script for cues, would handle the sound with fingertip controls. They could run the theme as sort of a musical undertone as the crowd took its seats, and play it as the audience left the auditorium for the noon break.

And so our hero's program fell into place. He did have one queasy moment when the research chief complained the screen was too high for



AND BUSINESS TOO...

At the Roosevelt Hotel you'll discover the happy mixture of business and pleasure... we plan it that way.

Excellent meeting facilities for 20 to 700 persons... over 300 room accommodations and a staff of service-wise personnel spell effectiveness and satisfaction for your meetings.

For your hours of leisure... Jacksonville offers a wide variety of pleasures. Nearby beaches, swimming, fishing, historic spots and gay night life... all this and business too.

- FREE RADIO AND TV
- AIR CONDITIONED

Roosevelt
HOTEL

JACKSONVILLE, FLORIDA

Call, write / R. B. Neighbors, Vice Pres. & Mng. Dir.
or wire / Gloria M. Frary, Director of Sales

It's New for You in '62

Broadwater Beach

The South's Finest
Resort-Convention Hotel
On the Mississippi Gulf Coast

- Convention Groups to 600
- Banquet Facilities to 600
- Spacious Conference Rooms
- Ample Display Area
- Complete Sound and Projection Equipment
- Courteous, Efficient Staff
- Management "Know-How"

Broadwater Beach

RESORT-CONVENTION HOTEL

Dial 436-4664

TW: BLX-164

BILLOI, MISSISSIPPI

THERE'S NO BEATING A MEETING AT THE

HOTEL **St George**
ST. GEORGE'S BERMUDA

No matter what the size of your group, your convention will be smoother, more productive with our experienced assistance and facilities. And when business is done, there's free golf on our private course, fine tennis courts, private beach, all-weather pool, the exciting new Dragon Bar. Make your bookings now... at the St. George on Rose Hill overlooking unique Old St. George's. Minutes from the airport... wonderfully informal and tensionless.

Richard M. Toohill, Director

Represented by:

UTELL INTERNATIONAL
Essex House, New York 19

Boston
Chicago
Dallas
Miami



Montreal
Toronto
London

CHATTANOOGA'S LEADING CONVENTION HOTEL

IN THE "SCENIC CITY
OF THE SOUTH"

400 Air Conditioned Rooms
5 Distinctive Restaurants
10 Meeting and Banquet Rooms
1200 for Banquets, 1800 for Meetings
(all on same floor)

Closed Circuit TV, PA Systems,

Meeting Aids
Free Parking

In and Out Privileges

Hotel **PATTEN**
CHATTANOOGA, TENNESSEE

Write John K. Williams
Sales Manager

Associated with
Hotel SEMINOLE, Jacksonville, Fla.

him to point out important drawing details on his slides. That hurdle evaporated with suggestion of an electric projection pointer. This device projects a sharp beam of light in shape of an arrow over considerable distance. The research speaker could stand away from the screen and still focus attention on details by projecting the light beam.

On the advice of the audio-visual consultants, the initial program was tape-recorded in its entirety. It was played back later for the participants so that they could detect flaws before the second performance was given.

Although the above true case-history outlines typical problems faced by anyone assigned to arranging a major sales meeting presentation, knowledge of what's new in audio-visual equipment can help any speaker add luster to public speeches or sales gatherings.

The following brief descriptions, presented with the realization that developments are proceeding so quickly in the world of audio-visual communications that most equipment is outmoded virtually as soon as introduced, are intended to spotlight some of the devices that you might use if you become the man-on-the-spot. These devices will help:

1. Make speeches more persuasive and entertaining.
2. Inspire increased audience reaction.
3. Take the work out of speech preparation.
4. Make it easier to present the same text time and again with equal enthusiasm.

For example, there are units available which combine a screen, projector, tape recorder and record player in the same compact package.

An entire presentation can be housed in this compact unit. Everything is easily accessible, easy to operate. The speaker takes the unit from meeting to meeting (it fits in a station wagon) and he adds the personal touch at the podium. The device can be turned off and on with the touch of a button. The speaker can use a film clip, plus sound, to underscore a point or more vividly explain a technical detail. He can stop it at will to interject personal comments.

EVERYBODY'S MEETING AT THE

*Queen
Vesta*

HOTEL AND BEACH MOTEL

- Meeting facilities for 50 to 1500
- Banquet service for 25 to 1000
- Modern, new hotel and motel rooms
- Pool, beach, fishing, golf
- Experienced convention staff
- Convenient to every place

overlooking the MISSISSIPPI
GULF COAST

JIMMIE LOVE, General Manager
JUANITA BALTAR, Convention Manager

BILOXI, MISS.

Telephone: IDlewood 2-5511
Teletype: 163

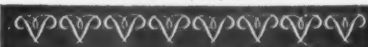


IDEAL FOR BANQUETS AND MEETINGS

Even for New York, the banquet and meeting facilities of the Pierre are outstanding. Six magnificently decorated private function rooms, accommodating from 10 to 1000 persons for dinner or meetings. An experienced staff and fine service assures a successful dinner, luncheon, meeting or other function.

Write for new brochure or
call Mr. Rama, TEmpleton 8-8000

Hotel **Pierre**
FIFTH AVENUE AT 61ST STREET
NEW YORK, 21, N. Y.



YOU'RE ALWAYS
A **V.I.P.** AT
GULFMONT
Hotels



**BEN MILAM
HOUSTON**
Texas at Crawford
CA 2-2241
TWX HO-886

Ideal for sales meetings



**COMMODORE
PERRY
AUSTIN**
Brazos at 8th Street
GR 6-6461
TWX AZ-59

*Ideal for conventions
in the Capital City*



**The FAIRWAY
Motor Hotel
MCALLEN**
South 10th at Wichita
MU 6-2445
TWX MA-40

Ideal for resort conventions



nord et sud

Search where you will, you'll have a hard time finding as charming a spot as Mont Tremblant Lodge for your next meeting!

Here, at the foot of the Laurentians' highest peak, is a complete French-Canadian village with every facility, every service to delight your delegates.

Comfortable accommodations for up to 300 persons... an experienced staff to handle all details... a wide variety of meeting rooms at your disposal... delicious food.

In winter or in summer there is every opportunity here for work and play at one of the most famous resort clubs in the Americas.

Rates are surprisingly modest, and your inquiry is respectfully solicited.



80 miles
north of
Montreal

**Mont
Tremblant
Lodge**

Club & Cottages
Mont Tremblant, P.Q.
Canada

Gerald Coleman, Sales Mgr.
Telephone: St. Jovite 425-2711

One of the most favored pieces of audio-visual equipment in use today is the overhead projector. This type of equipment is often thought of as primarily designed for large gatherings. Actually overhead projection offers outstanding versatility and audience impact for any size group.

Overhead projector enables the speaker to reach his audience with new attention-getting techniques that keep a gathering alive and alert. You can project all or portions of a transparency; write dramatically with black crayon over the transparency and have the writing appear on the screen while it is being made. You can project transparencies one on top of another to produce colorful, effective visuals. Transparencies can be made of different colors to add color impact to a step sequence.

More elaborate, but gaining in use for large gatherings, are closed-circuit TV units. They transmit up to one-fifth of a mile. A closed-circuit TV camera can transmit to monitors—or several cameras can be tied into one monitor.

For the speaker who hops from meeting to meeting there's a new portable lectern with a microphone, speakers, amplifier, and reading lamp all in the one self-contained, portable unit. Designed with rugged transistors and other new electronic components, it is light and rugged. Sound qualities are excellent. Portable lectern is ideal for the sales manager who frequently addresses outdoor gatherings or often finds himself at meetings where the only speaking equipment is a bare table.

If you're an occasional speaker you should know about such worth-while aids as portable easels and display stands, flannel boards, and portable pulpits. The latter can be held in the hand. They have a light and enable the speaker to read from notes or printed text in a darkened room.

► Development of new audio-visual equipment has been spurred by the military and its needs to train men quickly to handle complex equipment and assignments in this missile age. Even with this powerful impetus many business firms lag sadly behind in adopting new communication developments. And, strangely enough, few but the most experienced speakers use the types of audio-visual equipment best suited to their needs.



Plan your next
CONFERENCE
at this Distinguished Hotel

The
BILTMORE
"The Executive Hotel of New York"

- 43rd Street at Madison Avenue
Private elevator from Grand Central
- Choice of 26 air-conditioned meeting rooms, for 10 to 1000.
- Staff of specialists in meeting arrangements.

INFORMATION & RESERVATIONS

Write or phone The Biltmore (MU 7-7000) or Service Representative Robert F. Warner, Inc. in New York, Boston, Washington, Chicago, Toronto; Glen W. Fawcett, Inc. in Dallas, San Diego, Los Angeles, Santa Barbara, San Francisco, Portland, Seattle.

Private elevator from Grand Central

**BEST BUY
BEST BET**

FOR YOUR NEXT CONVENTION

Downtown DETROIT

BEST BUY *because:

Finest moderately priced hotel. Superb food at reasonable prices. Capable staff saves you man hours. Everything under one roof to handle your meeting and exhibit. FREE overnight parking.

BEST BET because:

800 luxurious rooms and suites. 14 meeting rooms for 25 to 500. Adequate display space. Three great banquet halls. Convenient to Detroit's new civic development.

* Ask about our FREE airport limousine service.

Let us place these superb convention facilities at your disposal. Phone Detroit, Woodward 2-2300. Teletype Number DE-1062

A Mansion Hotel

Hotel

LANSON M. BOYER
Gen. Mgr.

DETROIT LELAND

CASS AT BAGLEY DETROIT 26, MICH.

Letters to the Editors

(Continued from page 19)

design and traffic pulling ideas. I am referring to the vast group of small manufacturers who find themselves "assigned" to a small uninteresting hotel room for a trade show exhibit.

I can certainly appreciate the value of disseminating information on what has been done by large manufacturers who have trade show managers, adequate budgets, and extensive display services. Unfortunately, there are many of us to whom trade shows are tremendously important, but who cannot possibly consider expensive design and display services for basic budget reasons.

We are the people who need help and suggestions from publications such as yours. Show us some inexpensive ideas and suggestions for making a 14 x 20 ft. hotel room attractive and appealing. Give us the benefit of your broad market contacts through ideas for stopping the "quick glance hall walker." This is the elusive bird that we would all like to have visit our displays.

Perhaps you will find time to look into this problem before your next trade show issue. Many of us hope so.

J. B. Anderson

Sales Manager
Guy Hobbs, Inc.
Dallastown, Pa.

Training Session

In your issue of Jan. 15, 1960, there was an article by Robert Alvin in regard to an acting course for salesmen.

I would like very much to establish such a course in our agency during the summer months. Any information you might give me concerning this idea, or how I might contact Mr. Alvin would be greatly appreciated.

E. B. Bingham, C. L. U.
General Agent
Fort Wayne, Ind.

Prompt Response

Thank you for your very prompt response to my inquiry for material pertaining to "open house" events.

To prove that I read your excellent publication, I already have reviewed two of the articles. The others you sent really helped.

Leo Zweig

Sales Manager
Westco Products
Los Angeles, Cal.



What's
this?

Chairs. 1,500 of them can be properly arranged for meetings, 1,300 pleasantly placed for sumptuous banquets in Dallas' popular good-old-days-type convention hotel. Write or call us for details about your next meeting.



DRIVE-IN MOTOR LOBBY

WHY RESORT TO LESS?



THE HOTEL DEL has everything — everything it takes to make your convention fun, fast-moving, flawless. This year-round, all-around resort combines facilities for both business and pleasure. Meeting rooms, banquet rooms, ballrooms, all rooms you want and need. Fifteen dazzling acres of beach and surf . . . heated, salt-water pool . . . championship tennis courts . . . pitch-and-putt golf course within the hotel grounds, 18-hole course nearby . . . fishing, sailing . . . dancing, dining in the incomparable elegance of the Del's turn-of-the-century decor. Now on European Plan! American Plan optional for conventions and groups. Old Mexico is mere minutes away, and San Diego is just across the bay. Why resort to less? Schedule your next convention in Southern California's most fabulous seaside resort: Hotel del Coronado. For information write:

Gethin Williams, Sales Director

HOTEL DEL CORONADO
CORONADO, CALIF. Across the bay from San Diego

WE LET THE BIG ONES GET AWAY

Because we can give our personalized attention—standard BALMORAL service—to no more than 400 guests at one time, we accept only sales meetings from 40 to 400.

You're invited to join the select 400. Complete know-how and facilities for meetings, banquets and between-meetings relaxation. Experienced staff at your disposal.

For details write
HARVEY WEINBERG
Director of Sales



SIX ACRES • OCEAN AT 98th
BAL HARBOUR, MIAMI BEACH

*The Most Successful Meetings
are Held at Magnificent*

MONTAUK MANOR

MONTAUK POINT • NEW YORK

...and here are but a few of the reasons that will demonstrate why you will want to hold your next meeting here:

BUSINESS-WISE: In addition to modern exhibit and meeting facilities in the hotel itself, the Montauk Manor Theatre provides a functional convention Auditorium seating up to 1,000 people...an adjacent display area of equal size...plus private executive meeting and sales rooms.

PLEASURE-WISE: A vast array of happy diversions, all self-contained in Montauk Manor's 5,000 acres: 18-hole championship golf course, Surf and Cabana Club with 150 foot pool, clay tennis courts, world's finest fishing, skeets and many others.

ALL UNDER NEW MANAGEMENT

Larry Borsten, Manager



For complete details and special American Plan rates contact R. D. Waterman, Convention Manager at MUrray Hill.2-5197.

Selling Skills Training

(continued from page 36)

the juniors, who have found the handle on the product but still aren't quite sure how to pitch it; seasoned salesmen, who look (and may be) terribly bored by it all; and old hands, that only stereo-sound and bikini-clad visual aids will keep fully awake. The meeting built around recordings of actual sales interviews provides a common denominator for a mixed group that is based upon a very human fondness for criticism and comparison.

Some suggestions for obtaining tapes are shown on page 35. Once sales presentations are recorded, they are transcribed word for word, usually in the home office. One or two transcriptions that deal with the product that is to be subject of the meeting are mimeographed in sufficient copies for those who attend. Other things required are: a playback device of sufficient amplification, printed forms, a blackboard or newsprint easel, and complete set of product training and sales literature for each trainee.

The meeting begins by furnishing each participant with a blank Sales Story Outline form (see page 34) along with a set of the product literature and sales aids. Either as a review of a familiar product or as an introduction to a new one, each section of the form is discussed by the group and the appropriate conclusions entered by each individual on his form. The instructor, who moderates this open discussion, records the same information on the blackboard to serve as a convenient visual reference for

the whole group in later discussions of the recorded interview.

When all product information and selling strategy have thus been agreed upon, it is announced that there will be played a tape recording of an actual sales presentation on the product. It is important to advise the group that neither the salesman nor the prospect to be heard were aware that a recording was being made.

After listening to the recording, each trainee receives a copy of the transcription; then the tape is played again. Before it is played for a third time, participants are asked to note on their copies any good points made by the salesman, any fumbles in answering questions or handling objections, any omissions of customer benefits—in short, to note how well the salesman performed in presenting product information and executing the selling strategy previously agreed upon in filling out the Sales Story Outline form.

Following this third play-back (repetition is vital to success of the technique), the blackboard is used to record the group's critique of the sales presentation. Under the headings of "Good", "Fair", "Poor", "Omitted", participation in this portion of the meeting is usually enthusiastic and fast-moving.

Instructor Must Be Alert

The instructor must be alert to draw out and clarify important points by questions to the group such as: "How could this objection have been

Mr. Meeting Executive ...

We can help you
achieve deep-seated

Belief

... call, write or wire the

**BETTER
BUSINESS
MEETING** } specialists!



**ALAN M. FISHBURN
Productions**

333 NORTH MICHIGAN AVENUE
CHICAGO 1, ILLINOIS DEarborn 2-0657

One of America's Truly Fine Resorts
for your comfort for your leisure

- easy accessibility
- 12 conference rooms—12-350 persons
- superb food from our own farms
- modern facilities—old world service

- 4 golf courses
- tennis—riding
- private swimming pool
- pro hockey—ice shows—theatre parties

Hotel Hershey
HERSHEY, PENNSYLVANIA
set in an amphitheatre of mountains

Open the year 'round • Telephone KEystone 3-2171

Robert P. Cournoyer
Managing Director

Toronto conveniences: 2 mi. 150 miles from New York City; 90 miles from Philadelphia; 100 miles from Pittsburgh;
120 miles from Washington; 80 miles from Baltimore.
* Our own 18-hole course from Airport and Railroad Station.
150 sleeping rooms, 90% air conditioned, 6000 square feet of Exhibit Area.

better handled?" "Where could he have worked in this point?" "What about his close—was it good, bad or indifferent?"

When the recorded presentation has been thoroughly explored in this fashion, each participant is given a copy of Sales Presentation Rating Sheet (see page 149). This check list has been designed to highlight certain basic selling skills that apply to all sales presentations. Without group discussion, each man uses the sheet to evaluate the recorded sales interview. The instructor briefly points out specific instances of these selling skills or lack of them with reference to the recorded presentation.

A second tape, to demonstrate different problems in relation to the same product, may then be presented in the same format. Where possible, it is always more instructive to pair one poor and one outstanding recorded sales presentation on the same product.

Participants take with them from the meeting the Sales Story Outline form (with its product information and selling strategy), the mimeographed transcription (with its notes),

and the Sales Presentation Rating Sheet—three aids for study and self-evaluation of their own presentations that they have had a share in preparing.

Small meetings (up to 12 participants) require no special techniques to use this sales training method. Larger classes, in accordance with good group training practices, should be fragmented into "buzz groups" to pool ideas before each of the blackboard sessions.

The following tape-recorded comments are typical of the opinions of attendees at this meetings:

'Salesman (6 years' experience): "My God! After hearing that tape and filling out those forms, I'll bet my own pitch on (product) is worse than his!"

Supervisor (18 years): "This is by far the finest training method for both old and new men that I've ever seen or heard about."

Salesman (4 months): "Thank God somebody else stammers and flounders around like I do."

Salesman (9 months): "He didn't give

FOR YOUR NEXT MEETING, *choose a tropical island paradise!*



NASSAU IN THE BAHAMAS

Wide range of accommodations and meeting facilities — including convention halls with ample seating capacity, display facilities, etc.

Ideal climate, numerous sports, shopping and sightseeing for the whole family. No passports needed for American or Canadian citizens.

Over 150 flights weekly to Nassau, non-stop from both Miami and New York, plus ship cruises direct from these cities.

For complete information:

BAHAMAS DEVELOPMENT BOARD
Miami, 608 First National Bank Bldg.
Chicago, 1230 Palmolive Bldg.
New York, 307 British Empire Bldg.
Dallas, Adolphus Hotel Arcade (1406)
Los Angeles, 515 S. Olive Street
Toronto, 707 Victory Bldg.



**A Unique and Convenient
Setting For
Business Conferences**

Great Oak

**RESORT AND YACHT CLUB
On Chesapeake Bay
near Chestertown, Md.
Telephone: Chestertown 1100**

1100-acre resort-estate with private airport, yacht basin with 85 slips. Only 3 hours New York, 2 hours Washington or Philadelphia, 1½ hours Baltimore. 100% air-conditioned meeting rooms for groups of 20, 50, 130; guest accommodations for 140. 18-hole championship golf course, pool, skeet shooting. Excellent food, cocktail lounges.

WRITE

Edward Roberts,
Managing Director,
Box 218,
Chestertown, Maryland



**WILL YOUR
ORGANIZATION ENJOY**

TBI*

Whether your group is large, small or in-between, our staff of full-time convention specialists are at your beck-and-call.

Your group will definitely enjoy

***THE BEST
THERE IS**

at The Carillon.

*The
Carillon
offers*

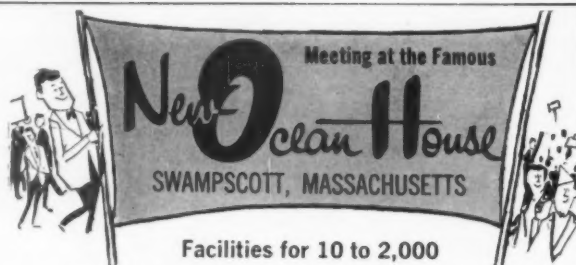
**THE BEST
THERE IS** in
• entertainment
• facilities
• service • food
• location • staff

Any member of our team of specialists will be glad to give you all the details.

Write or phone
Arnold Keithlin
Director of Sales,
(Miami Beach)
UN 5-7561



sure
sign
of a
successful
convention



Facilities for 10 to 2,000

on Massachusetts' picturesque North Shore

New England's most beautifully functional convention center and seaside resort . . . new olympic-size, heated swimming pool, new par-3, nine-hole golf course, new health club and spa. All 12 luxurious meeting rooms, accommodating 10 to 1,000, are completely redecorated and air conditioned. Modern exhibit space . . . convention hall seats up to 2,000 . . . parking for 600 cars. Expert staff helps run every meeting smoothly.

NOW OPEN YEAR 'ROUND

write for free, 4-color convention brochure to:

General Sales Manager or call: LYnn 2-6500

Cartier knows it...
(that valued treasures are not great in-magnitude, but dazzling in treatment)

Dior discovered it...
(that wonderful creations are individual, not mass produced)

the Barcelona believes it too...

that the best conceived conventions are individually planned, specifically tailored for the demanding but discerning group... where a unique attention to detail and finesse will be most appreciated by each and every delegate...

Guest accommodations for 1000 persons. Flexible exhibition space... 18 meeting rooms accommodating 100 to 1000... 5 separate dining areas each equipped with banquet kitchens... P.A. system... print shop... public relations director... complete convention staff to serve you... social program... completely Air Conditioned...

JACK PARKER,
Managing Director

ON THE OCEAN 43rd TO 44th STREETS, MIAMI BEACH, FLORIDA

For further information write for our **CONVENTION P.A.C.** Write, Wire or Call Collect **Mr. Ernie Pike** Sales Manager phone Miami Beach Jefferson 2 3311

where
meets

**EXPERIENCE
EXPERIENCE**

When your company's sales experience joins with the Claridge's meeting experience (and excellent facilities) a top notch sales meeting is assured. That's why A & P STORES, F. E. COMPTON CO., CHEVROLET DIV. OF G.M., and many others return to the Claridge year after year. May we add your name to our growing list of satisfied clients?

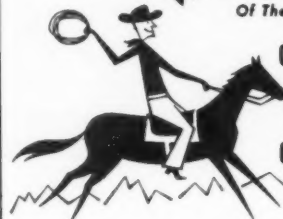
SCOTT J. STEWART, Managing Director

Hotel Claridge
MEMPHIS

HOME OF THE FAMOUS
BELL TAVERN

Stampede Yore
Next Meetin' to...

HIDDEN VALLEY
In The Heart
Of The Adirondacks



Conventions
Sales
Meetings
Conferences

Groups of 20 to 150 will find conducive quarters for conventions, meetings or conferences, plus personalized service and the wonderful free fun of the East's finest dude ranch. Excellent cuisine, full entertainment program, sports, riding, heated pool, sun deck, boating. All inclusive rate \$11-\$14 per person. Season: Spring: May, June; Fall—Sept. Oct. Write, wire or phone for complete information.

HIDDEN VALLEY

Lake Luzerne, New York

Tel.: 696-2131

**KLOEPPPEL
HOTELS**

**CONVENTION
HEADQUARTERS
IN FABULOUS
FLORIDA**

☆ **Jacksonville** Florida's First City

Hotel George Washington
Hotel Mayflower
Hotel Jefferson

☆ **West Palm Beach**

Florida's First Resort City

Hotel George Washington
Hotel Pennsylvania

EVERY ROOM WITH

FREE RADIO AND TV

Swimming Pool — Garage

FREE AUTO STORAGE

All This and Heaven, Too!

- Complete Convention Facilities
- Assistance of trained Hotel and Convention Bureau Personnel.
- Only Minutes to World's Finest Beaches, Golf Courses and Historical Points of Interest.
- Convention Planning "Know-How"
- Special "Package Planned" Conventions made to order.

OWNER
MANAGED

Write or Phone:
J. Maxwell Myers, Sales Dir.

Phone ELgin 5-8811
George Washington
Jacksonville, Florida

**KLOEPPPEL
HOTELS
IN FLORIDA**

SALES PRESENTATION RATING SHEET

Did salesman get prospect's attention? ☐ yes ☐ no

Did he use leading questions? ☐ yes ☐ no

Did he get prospect's participation? ☐ yes ☐ no

Did he explain all product benefits? ☐ yes ☐ no

Did he prove product benefits? ☐ yes ☐ no

Did he handle objections successfully? ☐ yes ☐ no

Did he handle questions well? ☐ yes ☐ no

Did he quote price correctly? ☐ yes ☐ no

Did he use action-getting close? ☐ yes ☐ no

After making the above analysis, if you had been the prospect, WOULD YOU HAVE BOUGHT? ☐ yes ☐ no

(keep this checklist to evaluate your own presentations)

the buyer delivery information—I wonder if I always do?"

That the same tapes can be used equally well to train individual salesmen was brought out by one representative, who commented wistfully: "I wish I could have heard some tapes like these before I made my first call—it would have saved me a lot of grief". A veteran supervisor said: "The most important thing, I think, about this type of meeting is that it emphasizes general selling principles as well as providing product information."

Psychological Need

Success of this method to develop vital selling skills is rooted in a psychological need in most salesmen to compete with vocational peers. Anonymity of the recorded salesman allows participants to criticize freely and to demonstrate their superiority without inhibitions that would restrain them if he were an identifiable associate. By furnishing detailed standards of selling skills as agreed upon by the group of which he is a

part, the technique allows the salesman to examine, evaluate and even discuss his own performance in a setting that does not threaten him with either embarrassment or with the judgment of his superiors.

Salesmen are increasingly being recruited from among inexperienced college graduates or from non-selling occupations. As trainees, they will become more productive more rapidly if they have been through the mill—at least vicariously—of objections, technical questions, and personality encounters—before their first sales call. Sales presentations of experienced men often fall into a rigid pattern which is usually sufficient to produce sales but which seldom allow them to reach their full potential.

High cost of personal selling makes it imperative that the novice receive as much help to develop selling skills as in the assimilation of product information. For this same reason, the experienced salesman should frequently be given a pointed opportunity to evaluate his presentation, perhaps grown stale.

The neglected half of sales meetings is long overdue for some serious attention. ♦

135 of the top 500*
corporations in the nation
meet at **THE MORaine!**



CHICAGOLAND'S ONLY LAKEFRONT RESORT

... a friendly, informal resort hotel on Lake Michigan, only 25 minutes to Chicago—20 minutes via expressway to O'Hare jet airport... hosting 275 group meetings a year... completely keyed for group functions up to 350... fully equipped stage in Ballroom... excellent facilities for sales training schools... where peak workloads can be combined with pleasure for greatest efficiency... no big-city noise or distractions to compete with your program.
*As listed by Fortune

COMPLETELY REDECORATED and NEWLY
FURNISHED FROM TOP to BOTTOM

Hotel Moraine

ON-THE-LAKE

HIGHLAND PARK, ILL. • IDlewood 2-4444

200 Guest Rooms • 20 Meeting Rooms
8 Private Dining Rooms

BETTY GREEN
Sales Manager

JOHN RALPH CONNELLY
Program Director



CONSIDER

PUERTO RICO'S FABULOUS
DORADO

Meet in a classic setting, superbly equipped for top-level executive conferences, sales meetings, and small conventions up to 200 persons. Air conditioned meeting rooms, superb, experienced staff. Sports are outstanding, including that great Dorado golf course by the sea. Convenient to San Juan—only 3½ hours from New York.

Special convention rates from May to December. For special brochure and information, contact New York Reservation Office, 30 Rockefeller Plaza. Circle 7-3080.

DORADO BEACH HOTEL

DORADO

PUERTO RICO

MEETINGS **CLICK** IN PUERTO RICO!

A gracious setting for your
next
meeting



Condado Beach Hotel

SAN JUAN, P. R.

... or an hour's drive
into the cool
green hills



Barranquitas
BARRANQUITAS, P. R.

At either of these fine hotels...

- Time to think and talk
- Time to relax—swimming and sports
- Excellent facilities... sensible rates

For all details:

UTELL INTERNATIONAL

160 Central Park South, New York 19

CONDADO-CARIBBEAN HOTELS, INC.



that rivals the best in the world.

**NOW—ONLY ONE HOUR
FROM NEW YORK CITY**
and most anywhere in New
Jersey (not much more from
Philadelphia!). One of Amer-
ica's most magnificent re-
sort hotels offers perfect
setting for

**SALES MEETINGS • CONVENTIONS
FRATERNAL AND SOCIAL GROUPS**

BERKELEY-CARTERET

ASBURY PARK, N. J.

For an ex-
ecutive session
of 6, or full-scale
convention of 600,
you'll find the type of set-
up and service you require,
and a staff with years of know-
how. Pool, Restaurants, Dancing,
Entertainment. All sports facili-
ties. **Fireproof.** 400 outside rooms.
OPEN ALL YEAR.

N. Y. **Worth 2-4018**

elsewhere, call Asbury Park:

PROSPECT 5-5000.

ADVERTISERS' INDEX

Aero Mayflower Transit Company	122	The Chantecler Hotel	66
Akron Tower Motor Inn	62	Cherry Hill Inn	109
Alpine Inn	134	Claremont Hotel	124
American Airlines	73	Claridge Hotel (Atlantic City)	68
American Express Company	105	Claridge Hotel (Memphis)	148
Americana Hotel	66	Colonial Inn	69
Arawak Hotel	68	Hotel Commodore	23
Aristocrat Inns of America	48	Commodore Perry Hotel	63
Arlington Hotel	19	Concord Hotel	22
Ask Mr. Foster Travel Service	134	Condado Caribbean Hotels	150
Associated Federal Hotels	114	Hotel Continental	74
Astor-Manhattan Hotels	86	Convention Cruises	100
Atlanta Biltmore Hotel	134	Czarnowski Display Service, Inc.	92
Atlanta Cruise Line	5	Daytona Plaza Hotel	138
Bahamas Development Board	147	The Dearborn Inn	108
Baker Hotel	145	Deauville Hotel	125
Balmoral Hotel	145	Hotel Del Coronado	145
Balsa Hotels	81	Dell View Hotel	152
Barbizon Plaza Hotel	99	Dellwood Country Club	67
Barcelona Hotel	148	Delta Air Lines	11
Bedford Springs Hotel	138	Hotel Dennis	2
Berkeley-Carteret Hotel	150	Design Built Studios	47
The Bermudiana Hotel	119	Detroit-Leland Hotel	144
Charles Beseler Company	3	Diplomat Hotel & Country Club	12
Biltmore Hotel (Los Angeles)	63	Display & Exhibit Company	106
Biltmore Hotel (New York City)	144	The Displayers, Inc.	85
Bismarck Hotel	108	Dorado Beach Hotel	149
Blackhawk Hotels Corporation	78	The Doric Company	52
Boca Raton Hotel & Club	62	Drake Hotel (Chicago)	32
Boyer Mountain Lodge	46	Drake Hotel (Philadelphia)	151
Broadwater Beach Motor Hotel	142	Dunes Hotel	21
Bryan-Elliott Company	97	Dupont Plaza Hotel	142
Buena Vista Hotel	143	Eastern Airlines	20
Canadian National Railways	10	Eden Roc Hotel	96
Canadian Pacific Railway Company	45	Edgewater Gulf Hotel	54
Caribbean Cruise Lines	55	Edison Hotel	103
The Carillon Hotel	147	Emerald Beach Hotel	64
Castle Harbour Hotel	25	Executive House (Chicago)	88
Cavalier Hotel	106	Executive House (Washington, D. C.)	66
Chalfonte-Haddon Hall Hotel	106	Exhibits Schedule	13
		Fields Hotels	129
		Alan M. Fishburn Productions	118, 146
		The Flamingo Hotel	50
		Flowers of Hawaii	89
		Flying Carpet Motor Inn	133
		Fontainebleau Hotel	30
		Fort Des Moines Hotel	56
		Franklin Motor Inn	100
		Fred Harvey Hotels	129
		Freeman Decorating Company	1
		French Lick-Sheraton Hotel	7
		Eldon Frye	66
		Galt Ocean Mills Hotel	60
		Galver & Buccaneer Hotels	56
		Garden City Hotel	131
		Gardner Displays	93
		General Exhibits & Displays, Inc.	111
		The Golden Gate Hotel	68
		Golden Triangle Motor Hotel	109
		Grand Hotel (Mackinac Island, Mich.)	88
		Grand Hotel (Point Clear, Ala.)	108
		Great Oak Resort & Yacht Club	147
		The Greenbrier Hotel	96
		Grossinger's	4
		Gulf Hills Dude Ranch	129
		Gulfmont Hotels	144
		The Hanover Inn	120
		Hartwig Displays	61
		Hawaii Visitors Bureau	75
		Henry Hudson Hotel	53
		Hershey Hotel	146
		Hertz Corporation	50
		Hidden Valley	148
		Hilton Hotels Corporation	112, 113
		Hilton Hotels International	117
		Hilton-Queen Elizabeth Hotel	48
		Holiday Inns of America	8
		Hollywood Beach Hotel	88
		Homestead Hotel	129
		Hotel Corporation of America	6
		Industrial Displays, Inc.	28
		The Inn (Buck Hill Falls, Pa.)	79
		Intercontinental Hotels Corporation	141

meeting on your mind?

Successful meetings, management conferences, sales training programs... all call for the luxurious and custom planned facilities of this famous private resort-estate. Groups from 20 to 500.

Phone or write **MAURICE PFURSICH**,
Sales Manager, for free Lido
Convention Planning Kit.
phone REgent 4-9000

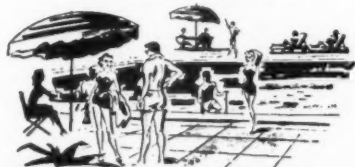
Lido

HOTEL/BEACH CLUB/GOLF CLUB
Lido Beach, L. I., N. Y.

On the Atlantic Ocean
... only 30 miles from mid-Manhattan
Open all year for meetings and conventions

International Amphitheatre	9	The Pines Hotel	102
Islandia Hotel	51	Ponte Vedra Club	128
Ivel Construction Corporation	29	Hotel President	56
Jack-Bilt Corporation	100	Princeton Inn	89
Jack Tar Hotels	85	The Queen Elizabeth Hotel	48
Jackson Convention & Tourist Bureau	98	Ramada Inn & Roadside Hotels	55
The Jam Handy Organization	Cover 4	Richmond Hotels	52
Jamaica Tourist Board	114	Ritz Carlton Hotel	84
Jug End Barn	128	Hotel Robert Meyer	104
Jung Hotel	60	Roger Smith Hotels Corporation	128
Key Biscayne Hotel	120	Roosevelt Hotel (Jacksonville)	142
Kloppel Hotels	148	Roosevelt Hotel (New Orleans)	65
LaConcha Hotel	46	The Safari Hotel	99
LaSalle Hotel	128	Sagamore Hotel	74
Las Vegas Convention Center	15	St. George Hotel	143
Lawrence Hotel	64	City of San Antonio	20
Lido Hotel	150	Hotel Savery	56
Manger Hotels	135	Schine Hotels	101
Manoir Richelieu	102	Seaway Idlewild Hotel	56
The Maroff Hotel	102	Seville Hotel	26
Marriott Motor Hotels	17	Sharp Ltd. Hotels	135
Master Hosts Hotels	66	Shawnee Inn	54
McGraw-Hill Book Company, Inc.	77	Shelburne Hotel	151
City of Miami	69	Sheraton-Atlantic Hotel	83
Miami Beach Convention Hall	82	Sheraton-Cadillac Hotel	118
Mississippi Gulf Coast	57	Sheraton-Dallas Hotel	103
Mont Tremblant Lodge	144	Sheraton-Gibson Hotel	139
Montauk Manor	146	Sheraton-Hawaii Hotels	95
Montmartre Hotel	98	Sheraton-Park Hotel	31
Hotel Moraine	149	Sherman Hotel	27
The Motel on the Mountain	119	The Shoreham Hotel	24
Mount Washington Hotel	121	Skyline Inn	118, 130
Hotel Muehlebach	130	Skytop Lodge	64
Nassau Beach Lodge	102	Starved Rock Lodge	138
Nassau Inn	98	Sullivan County Hotel Assn.	78
National Guard Armory	Cover 3	Sun Valley Lodge	49
New Ocean House	148	Tamiment	78
New York Trade Show Building	92	Hotel Thayer	88
New Yorker Hotel	131	Tower Isle Hotel	125
Norfolk Chamber of Commerce	139	Trans Canada Airlines	26
Northernair Hotel	98	Trans Caribbean Airways	18
Orchids of Hawaii	57	Trans World Airlines	Cover 2
Palm Beach Biltmore Hotel	70	Traymore Hotel	86
Palm Springs Riviera Hotel	47	Treadway Inns Corporation	115
Park-Sheraton Hotel	83	United Van Lines	16
Hotel Patten	143	The Wanderer Hotel	75
Hotel Phillips	138	Warwick Hotel	142
Phoenix Chamber of Commerce	61	Hotel Webster Hall	152
Pick-Carter Hotel	124	Westchester Town House Motor Inn ..	7
Pick-Congress Hotel	121	Western Hotels	71
Pick-Ft. Hayes Hotel	57	Hotel Westward Ho	134
Pick-Ft. Shelby Hotel	130	The Wigwam Hotel	78
Pier 66	65	Willard Hotel	151
Hotel Pierre	143	Williamsburg Inn & Lodge	51

Outdoor, Indoor Saltwater SWIMMING POOL



The Shelburne

BOARDWALK AT MICHIGAN AVENUE ATLANTIC CITY

New unique coffee shop. Spacious guest rooms (air-conditioned) fresh and salt water baths. Ship's Deck overlooking Boardwalk. Boardwalk Lounge. Famous Shelburne Dining Room. Golf on two courses. Ice skating rink (winter season). Free TV in all rooms.

Ten magnificent meeting rooms featuring GRAND BALLROOM and KERRY HALL. Seating capacity 1000. Banquet capacity 600.

Write MARCUS FORD, Vice President in Charge of Sales
Telephone ATLANTIC CITY 344-8131



Washington's most convenient meeting place...

with every modern facility for a conference or a convention.

Completely air-conditioned — spacious ballrooms, 11 additional meeting rooms, attractive dining facilities. Capacity 20 to 1200. Write for complete convention information.

the Willard, Washington, D. C.

"The Residence of Presidents"

14th Street & Pennsylvania Avenue, N.W.
Telephone: NATIONAL 8-4420 • Teletype WA732



Supremely Suitable for SALES MEETINGS CONVENTIONS • BANQUETS

A distinguished hotel - with a distinguished name - in the heart of the city nearest everything, with complete facilities for everything.



- ★ Luxurious Guest Rooms and Executive Suites
- ★ Closed Circuit TV
- ★ Meeting and Functional Rooms for 10 to 850

DONAL, Maitre D'

1512 SPRUCE STREET • Kingsley 5-0100
B. S. LEIDER, Managing Director

Plan Your Next Convention at the



Dell View Hotel


Complete convention services—at the world-famed Wisconsin Dells—facilities to house, serve and entertain all types of business meetings, from 50 to 500 persons. Swimming, golf, fishing, boat trips, charter tours, bridge tournaments and many other recreational activities combine vacation pleasure with business. Special group convention rates.

The Dell View is easily reached by auto, bus, train or plane—located on Highways 12 and 13, north of Madison. Write for further information, rates and brochure SM-60. In Chicago, phone MOhawk 4-5100.




Dell View Hotel

Lake Delton, Wisconsin



hotel WEBSTER HALL

"Big" facilities for the smaller meeting or convention



For groups up to 1000 persons, Hotel Webster Hall provides unexcelled facilities for sales meetings, conventions and trade shows. A choice of 12 meeting rooms, flexible enough to meet virtually any need—a skilled staff to assist in all arrangements—and, of course, food and beverage service par excellence. Webster Hall offers all the advantages of a downtown hotel, without the distractions. 500 air conditioned rooms, with TV and radio. 10 minutes from downtown Pittsburgh, easy access to all major highways and expressways, limousine service to Greater Pittsburgh Airport. Parking for 150 cars next to motor entrance.

hotel Webster Hall

4415 Fifth Avenue Pittsburgh 13, Pa.
MAYflower 1-7700 — Teletype PG 253

Best I've Heard

An exchange of anecdotes and facts to help a speaker spice his speech and make a point.

Subject: PROBLEM SOLVING

The Greeks may or may not have a word for it, but they have developed a solution to a gnawing problem: preservation of the Parthenon in Athens. Every night they bring a load of cracked marble from nearby quarries and dump it at the Parthenon. This way tourists can steal all the souvenir marble they can carry away without doing any damage to the ancient structure.

Subject: PROGRESS

The budding young actor burst into his father's study. "Dad, guess what? I've got my first part in a play," he sputtered. "I play the part of a man who has been married 35 years."

"That's a good start, son," replied the father. "Just keep at it and one of these days you'll get a speaking part."

Subject: SUBSTITUTE

On a country lane in England a prim old lady met a little girl leading a cow and said to her: "Good morning, little girl. You're very small to be leading such a big cow. Where are you taking her?"

"To the bull, marm," was the reply. "Dear me," said the lady, very much shocked. "Couldn't your father do that?"

"No, marm," said the little girl very politely. "It has to be a bull."

Subject: UMPIRES

The baseball coach went to his last reward and arrived at the pearly gates. He was welcomed by St. Peter who pointed out, "You have a great team to coach up here." The coach was overjoyed when he heard the list of players including Babe Ruth, Lou Gehrig and all the other greats of baseball.

The coach wasn't on the job 10

minutes when he received a phone call from the lower region. "Want to play a game?" asked the smokey voice. "Play a game?" replied the coach. "Why that's ridiculous. How could you win when we have the greatest players that ever lived?"

"You might have the greatest players," the man from below agreed, "but don't forget, we have all the umpires."

Subject: CROSSWORD PUZZLE

"Why are you crying, little man?" asked the old gent as he came upon the lad.

"Father spanked me for doing a crossword puzzle," he whined.

"Good gracious! Why?"

"Well, sir, one clue was a word of three letters meaning what is drunk every afternoon. I wrote down 'Dad!'"

Subject: STRATEGY

A young man-about-town was not enjoying all the success of which he deemed himself worthy. His buddy, a mathematics whiz, offered some help.

"Help, me?" exclaimed the wolf. "Why I date more women in a week than you see all year."

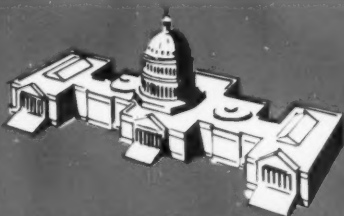
"Oh, I know," said the math specialist, "but I can give you the secret on how to get their ages and addresses simply."

"This I can use," said Romeo. "How do you do it?"

And this is the formula he received:

Ask the young lady to write down her house number on a slip of paper and not show it to you. Then have her double it. Add five. Multiply by 50. Ask her to add her age. Then have her subtract 250.

"The resulting number," explained the mathematician, "will give you her address at the left and her age on the right."



Something NEW is being added
to the Nation's Capital

NEW MODERN, \$20,000,000

D. C. STADIUM

(ready for occupancy October 1961)



Stadium Ideally Located

- Close to cultural points of interest (The Capitol, Lincoln Memorial, Washington Monument, etc.).
- Near the finest hotels, restaurants, and amusement centers.
- Minutes from Union Station and National Airport.



The D. C. National Guard Armory

continues to serve as the show place for your show . . . with the best, the largest, and the most complete facilities for expositions, trade fairs, conventions, and other national events.

For information regarding either the National Guard Armory or Stadium, write:

Arthur J. Bergman, Manager

- Seating capacity of 50,000 for football.
- Seating capacity of 43,500 for baseball.
- Ideal for public gatherings, religious meetings, pageants, concerts, civic and political rallies; military shows, boxing, wrestling, as well as football and baseball.
- 5,000-seat section in lower stands, which can be rotated, provides an original and novel seating arrangement for multi-purpose use.
 - ... 80 percent of the total seats are adjacent to the baseball foul lines.
 - ... Approximately 30,000 seats, or 60 percent of the seats, are along the football sidelines.
- Most powerful field lighting ever installed.
- Accessible by helicopter, boat, train, and automobile.
- Parking for 12,500 cars, 300 buses, and 200 taxis.

D. C. ARMORY BOARD

2001 East Capitol Street • Washington 3, D. C.
Lincoln 7-9077



Call for Jam Handy when you have something important to say to important groups of people, internally or externally. Just tell us what you want to say to whom. We'll take it from there. In these days of business diversification, we offer diversified assistance in group meeting communications. Let us help you deliver your message effectively, memorably and with absolute clarity.

THE JAM HANDY ORGANIZATION

Motion Pictures • Business Theater • Slides and Slidefilms • Training Aids • New York Chicago Detroit Hollywood

